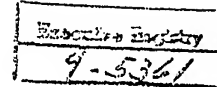


OCR

Answers to
Consultants'
Survey

1957/58

SECRET



16 JUL 1957

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT : Special Library Investigation

1. In accordance with your request a representative of this Staff has conducted a careful investigation of the OCR records bearing on the so-called "Ten Horrible Cases" cited in the Library Consultants Survey.

2. As a result of this investigation it is concluded that:

a. The pertinent OCR records have not been tampered with or altered in any way;

b. The records substantiate the facts set forth by the AD/CR in his memorandum to you of 1 July 1957 in every significant respect but one.

3. The sole exception to the facts as set forth by the AD/CR relates to Case No. 9, where he states that "Obviously the card found on the first search must have been drawn from Source 14-1102 which was not used on the second." An actual machine run conducted at the request of the I.G. on this point produced the reference in question from Source 14-0000 rather than from Source 14-1102. The card produced in this machine run was recently retyped as a result of damage to the original. It seems probable that at the time of Run No. 302, the original card was in the so-called "damage file" awaiting retyping. During the course of the search the machine room operator apparently failed to check this "damage file" in accordance with standard Machine Division practices.

[Redacted Signature]

Acting Inspector General

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11 July 1957

MEMORANDUM FOR: Deputy Director, Intelligence

FROM : Assistant Director, CR

SUBJECT : Consultants' Report

1. In setting the date of 11 July for my final accounting on the Consultants' report you have made it impossible for me to reply to its countless criticisms effectively. Perhaps this is just as well. It is easy to toss off criticisms and sloppy generalities, and it doesn't take much time to do it, but it takes a long while and much painstaking work to answer them effectively. Most likely the Ten Horrible Cases cited in the report were "discovered" and written up in the space of a few hours, though it took me the better part of a week to examine them in detail, discuss each with the people concerned, and finally to write my memorandum of 1 July which showed, beyond any possible dispute, that most of them were untrue and misleading - the product of inquiries so hasty and so careless that they could only be described as irresponsible. Probably it would take me many months to reply to all the other criticisms in the same way, and very likely it would not be worth the effort. But since I must account to you for the whole report by July 11th it becomes necessary for me to (a) speak in general terms rather than specific, (b) discuss only the more important recommendations, and (c) leave many questions unanswered.

Intellofax System
&
Intelligence Periodicals Index (IPI)

2. My memoranda of 18 June and 1 July have proved that most of the criticisms of the Intellofax system are thoroughly unsound, and it is certain that we should reject the Consultants' most important recommendation, i.e. that the Intellofax System should be phased out as rapidly as possible and replaced by an expanded IPI.

With all its admitted imperfections, the Intellofax System is doing a far better job for us than any conventional

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published index could do. To reassure myself on this score I made a close scrutiny of the Bibliography of Agriculture (BoA) which is, as all agree, one of the best published indexes in existence. This study is appended hereto as Tab A, and it shows quite clearly the kind of difficulties we would get ourselves into if we accepted the Consultants' proposal.

An IPI big enough to index all incoming substantive intelligence, as recommended by the Consultants, would be of immense bulk. Each monthly issue would be nearly as big as the Washington telephone directory. Semiannual or annual cumulative issues would be 6 times or 12 times as big unless it were decided not to repeat titles in the cumulative issues but to provide only document or page numbers which the analyst would have to search out one by one in the preceding monthly issues. To get the references to documents on a given subject over a 5-year span the analyst would have to work through 5 annual or 10 semiannual cumulations. Is it reasonable to suppose that the man who complains about having to read several hundred titles on an Intellofax tape would be willing to read or search out the hundreds of titles listed under appropriate subject headings in several volumes each as big as the fattest NIS?

The fact is that most of the defects which are found in the Bibliography of Agriculture are unavoidable in any published bibliography. They cannot be eliminated even with unlimited budget and manpower. That is why CIA set out to develop a mechanized system, and it is why [] spent so many years trying to develop a mechanized Rapid Selector. 25X1

I cannot leave this subject without a speculation as to why the Consultants attacked the Intellofax System so recklessly and irresponsibly. The blind violence of this attack [] reminded me of nothing so much as the American Medical Association charging off with loud hue and cry after some village bone-setter. I really believe that [] was infuriated to find that others had succeeded where he himself had failed - that while the rapid selector he worked on for so many years is dead as the dodo* a different approach to the same problems has overcome the mechanical difficulties and created a system which, however imperfectly, is 25X1

* A fact which [] himself refuses to admit, but which can be confirmed by anyone who wishes to phone the Patent Office and ask them what they are doing with it. Our phone call brought the reply that if CIA was interested in it they would gladly let us have it for about two dollars and fifty cents. 25X1

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able to carry an even bigger workload than that in the Department of Agriculture. This fury, I surmise, brought on so severe an emotional disturbance that he became incapable of telling black from white. I can think of nothing else which could account for the way he shuffled perfectly simple and straightforward data in such a way as to produce false arguments in support of his prejudice.

I recommend, in conclusion on these subjects, (a) that we go ahead with Intellofax and our planning for Minicard, doing our best to correct such genuine deficiencies as we can find, and (b) that we continue to exclude most types of information reports and unfinished intelligence from the IFI.

Intelligence Subject Code

3. The criticisms of the Intelligence Subject Code are generally sound, and we are already taking steps to comply with the recommendation on page xxx that it be revised and made internally consistent. The devoted and competent staff which has developed the ISC has gone too far in attempting to satisfy all the specialists, each of whom wants to see his section of the code expanded into great detail. The ISC has in truth become too detailed for efficient and consistent use, and we must whittle it down. Other agencies also are using it however, and Air Force wants to expand the aeronautical segments of the code into the most minute detail. We cannot prevent them from doing this for their own purposes, even though we may think it a mistake, but we can decide unilaterally to use only the first four digits of that section of the code for our own purposes. Some such solution as this will have to be found, and we are working on it in a Working Group of the AHIP Committee.

No subject code is perfect. The Bibliography of Agriculture's index is very imperfect even for agricultural subjects, and as I have shown in Tab A it cannot be used without inconsistencies. All the specialists criticise each other's classification schemes, and no two agree. Hundreds of "documentation experts" hold dreary conferences almost every month to discuss the general theory of indexing and classification, and they seldom achieve anything more tangible than to "point up the importance of the problem". They are like the Concord Transcendentalists of whom it was said, "They dive into the illimitable, and they soar into the infinite, and they never pay cash."

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I recommend, with regard to the Intelligence Subject Code, that we go ahead along the lines which I have outlined above and on which we have already started. This is in accord with the recommendations of the Consultants. (Let us not forget, however, that the course which we must steer lies between two dangers: we must avoid the extremes of complexity which now make the code so hard to use consistently, but we must also avoid extremes of simplification which would make it impossible for us to pinpoint requests with a certain measure of selectivity. The simpler the code the more numerous the titles falling in any given subject category, and we do not wish to give the analyst who is looking for a specific subject too many cards bearing on related subjects.)

Map Library and Foreign Documents Division

4. It has been suggested many times before that the Map Library and Foreign Documents Division be merged into OCR on the ground that they are basically reference services, and in 1948 I was inclined to think this might be necessary in order to lessen the jurisdictional disputes and overlaps. At this time I can see no advantage in the suggestion at all, as there no longer is any friction between the several units and extremely little if any duplication of effort. It is certain that the reference librarians should know of the existence of both FDD and Map Library, and should remind their customers of the services which they offer, and it will be a good thing to have both of them located in the new building right beside OCR. Even then, however, I doubt that much would be gained by rearranging the chain of command.

I recommend that this recommendation be put on ice until 1960.

OCR Reorganization - Three Deputies?

5. If in 1960 it is decided that Map Library and/or FDD are to be put under OCR, then it will be necessary to consider a two-way or three-way split in the chain of command, but I don't think much of the scheme proposed by the Consultants. This has the fault that it would place the greater part of OCR's present structure, plus maps and FDD, under a single Deputy for Reference Services, while creating two other

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Deputies of equal rank but very much smaller responsibilities. Also it groups together under "Administrative Services" four functions which have no more in common with each other than they have in common with the so-called "Technical Services" under a different Deputy.

A two-way split would be better than this, creating perhaps a Deputy for Information Services who would have under his charge the central Reference Staff, the map and library reading rooms, and the Registers; and setting up a second Deputy for Technical Support who would have all the rest. Thought might well be given at this point to the question of whether Liaison Division shouldn't perhaps be transferred to Contact Division. In a good many respects it now is functionally closer to Contact Division than to OCR.

I recommend that we move slowly on this proposal. Reorganization for the sake of reorganization is always bad, creating more problems than it solves, and I believe we can work effectively toward a central Reference Staff (see the following paragraph) without having to toss all the rest of OCR in the blanket.

Central Reference Staff

6. The proposal that there be created a Central Reference Staff has merit, though there is no doubt that the Consultants greatly exaggerate when they assert that for want of such a staff there is now much confusion and duplication of effort. There is no evidence to support such a contention, and it probably happens very rarely that information which should be sought from one of the Registers is, instead, wrongfully sought from the Intellofax system.*

* The Consultants do claim that the Intellofax system is often wrongly used for searches which might better be made in other ways, and they cite some examples of this. I don't have time to scrutinize them in detail, but it seems almost certain after a quick look-see that these examples are as ill-considered and misleading as the others in connection with the Intellofax system which I have already reported on. It is true that the system is sometimes used for what seem on the surface to be unlikely purposes, but when this is done it is because all else has failed. And, sometimes to our considerable surprise, the last shot try quite often does pay off. Documents which could not be identified or located in any other way have sometimes been found by the Intellofax system, and, despite one of the Consultants' examples, we did once find a crew list in this way after all else had failed.

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The reference librarians do refer customers to the Registers and to other sources of information when appropriate, and if they use the Intellofax system for what seem like strange purposes it is generally because all else has been tried and has failed to give the desired data.

We should do more than we have done in the way of training our reference librarians in the use of facilities outside the Library, and this can be done with or without reorganization. As to putting individual people from the Registers into a central Reference Staff, however, there is room for doubt: there are, in fact, as good reasons against it as there are for it.

The experience of our Registers has always been that they can best serve the customers, and do so with least waste motion, when they talk directly with them. Each "channel" between the Register's analyst and the customer leads to less perfect understanding of what is really wanted, and this in turn causes waste motion. Often, for example, Biographic Register finds that a request from one of the Requirements Staffs of the other Offices is reasonably lucid in most respects but needs to be clarified in one or two. When this is the case it speaks, if possible, directly with the customer; and almost invariably it is found that energy would have been misspent and time wasted if the job had been started without this additional clarification. Since the Register is as near to every customer as is the telephone, it takes no longer for the customer to say what he wants directly to the Register than it would for him to say it to a middleman.

The Consultants' proposal, of course, is based entirely on the supposition that customers would get better and faster service, at less cost to themselves, if the Registers maintained "contact men" or "liaison officers" in the Central Reference Staff. I think there is much doubt that this would really pay off for the customers, and it certainly would not make the Registers themselves more efficient.

I recommend that we commence building up the present Reference Branch of the Library, emphasizing its position much as is suggested by the Consultants, and giving fairly intensive training to its members; but that we refrain from any formal reorganization until we have had an experimental trial of the usefulness of putting Register liaison officers into the staff. As a start, each Register might be required to place one person full-time with the reference librarians for a week or so. Such person would receive directly all requests which came to the Library for services which his Register could handle. After a few weeks the Reference Branch and the Registers should be called upon for comment as to the usefulness of the venture.

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Hard Copy versus Aperture Cards and Microfilm

7. We developed the aperture card system in order (1) to conserve floorspace, (2) to conserve file cabinets, (3) to ensure that our file would always be complete - i.e., that we would never find ourselves in the position of being unable to locate or copy a particular document because of its having been borrowed by an analyst or misfiled. These are good reasons, and they are as sound today as they were when we first acted on them. The Consultants doubtless speak in good faith when they say that some of the analysts have expressed a desire to browse in hard copy files, just as one browses in the book stacks of a university library, but it was our experience while we had the hard copy files that analysts seldom or never took advantage of this opportunity. The reason is not far to seek. Browsing in file cabinets where the documents of necessity are filed according to source rather than by subject matter is not very rewarding, and it is very irksome. I am entirely certain that we would lose far more than we would gain if we adapted the Consultants' recommendations on this score.

I recommend that we reject the Consultants' proposals with regard to a hard copy file.

Space Rearrangements

8. The Consultants' suggestions as to space arrangements in the new building seem to me entirely sound, and you have already approved my recommendation that we accept them for the present, subject to such changes as may become necessary before the time of moving in 1960 or later.

The other suggestions as to rearrangement of the Riverside Stadium at the present time depend upon acceptance of the recommendations for abandoning Intellofax, going back to a conventional published index, and setting up hard copy files. All these latter are thoroughly unsound and, in my view, unacceptable. It follows that we cannot and should not at the present time attempt to shuffle our space arrangements in M-Building or the Stadium.

I recommend that no change be made in our present space arrangements, but that the plan for a Central Reference Staff in the new building be retained. We can experiment with the Central Reference Staff idea right here where we are, and can subsequently adapt the plans for the new building to accord with what we decide we want.

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Library Collections

9. The Consultants are quite right in saying that we have held down the purchase of books for reasons of economy and because of space limitations. In the very early days of the Agency it was decided that we should not attempt to build up a big collection of our own, but should buy only (1) reference books of the sort that should be available in the reading room, and (2) other books in accordance with the stated needs of the research and operating offices.

Professional librarians tend to measure each other's prestige by the size of the collections which they administer, and all of them firmly believe that the librarian's first duty is to collect as many books as possible. This is understandable, but not necessarily wise. Our policy has been applauded by the Bureau of the Budget, and by all the many groups who have investigated us except the librarians. As a taxpayer I am in favor of it myself, and even in the new building I see no reason to depart from it. It will not take appreciably longer to get books from the Library of Congress to Langley than it does to get them to 26th Street.

I recommend that we go slow in "building up the collections" even in the new building. Experience shows us from time to time that we need more than we have in the way of basic documents on foreign relations, and when this occurs it is feasible to embark on a program of acquisition in specific fields. This was done in the case of the Treaty Collection, and in the case of HIC. I believe this is a better way to provide ourselves with the books which we need than would be a broad effort to buy more books in all fields of interest to intelligence.

Efficiency and Manpower in the Library

10. The Consultants offer a number of criticisms of the Library's efficiency as compared with the State Department Library, Yale University, and other libraries. A good many of these criticisms are unsound, being based on faulty comparisons of the apples-versus-oranges variety, and there is need to examine each in considerable detail before a decision can be made as to whether manpower really is being wastefully used and, if so, what we should do about it. We have a copy of the memorandum from which the Consultants obtained their information about the State Department Library, and the writer of the memorandum has expressed to us his own belief that the figures

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contained in it cannot be directly compared with ours. This is a question which needs to be explored.

I recommend that the charges of inefficiency and wasteful use of manpower be placed before the Management Staff, with a request that they be carefully analyzed and either proven or disproven.

Leadership and Aggressiveness

11. The Consultants' remarks on these scores are exactly analogous to the remarks made about the Director of Central Intelligence by the various committees which have investigated CIA since 1948. Without any exception, I think, all of these groups have solemnly asserted that the Director has the responsibility to coordinate the intelligence community and sufficient legal authority to do it. He should get busy, and go out and do it. He ought to be more aggressive, and exercise more leadership, and coordinate the other agencies with a stick if necessary.

This is naive. The community cannot be coordinated against its will, and any attempt to provide it with aggressive leadership by CIA will be instantly and strongly resented. This is just as true in the field of central reference services as it is in every other. Much can be done by friendly discussion and voluntary agreement, but very little by fiat. Most of the other agencies have now voluntarily adopted OCR's Intelligence Subject Code, but if we'd tried to ram it down their throats we'd have generated nothing but antagonisms, rival codes in competition with our own, and duplication of effort. OCR was first in the field with a mechanized index system, and other agencies are now moving in the same direction. The AHIP committee is doing a good job of coordinating in nearly all aspects of information processing, and its efforts should be encouraged and fostered.

I recommend that the Consultants' proposals for more aggressive leadership in OCR be put back on the shelf. We can accomplish more by the behavior and methods now being used than we could by trying to crack a whip, or by telling other people how much smarter we are than they.

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James M. Andrews

Attachment - Tab A

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Tab A

BIBLIOGRAPHY OF AGRICULTURE (BoA)

The Bibliography of Agriculture (BoA) is issued each month by the Department of Agriculture. It is an index to the current literature on agriculture, it receives world-wide distribution in 2,000 copies, and it is by common consent one of the best recurrent bibliographies on any given subject. It is of special importance to the present inquiry because it is the only really big indexing job which has been produced by any of our three Consultants. The first issue was put out by Ralph Shaw in July, 1942, and he continued to supervise it until August of 1954. Thus it represents the fruit of more than twelve years of his best effort, and we may fairly assume that it is as nearly perfect as he could make it within the limits imposed by his budget. Certainly it should be free from most of the faults which he says he has found in the OCR systems, and we may therefore compare it with what we have in order to measure the extent of our deficiencies. It is well that we have such a basis for comparison at hand, because a great many of the criticisms of OCR can neither be proved nor disproved. Such phrases as "low intellectual content", "inconsistent input and output", "slow, costly and undependable" deal with qualitative factors and matters of opinion. We can't answer them directly, but we can find out to what degree they also apply to a system developed and perfected by one of our Consultants, and presumably approved by all of them. For this purpose it will be worth while to examine the BoA in some detail.*

General Description of the BoA

The BoA is published in eleven monthly issues which appear at the ends of January through November, plus a December issue which appears about the first of the year and contains no new material but does index the past year's output in much more detail than do the eleven regular issues.

In 1956 the regular issues averaged a little over 250 pages each, for a total of 2,830, while the cumulated December index issue added another 652. Total bulk for the year was about equivalent to three Washington telephone

* I should like to emphasize that I have high respect for the Bibliography of Agriculture and for the people who are producing it. My comments are intended neither as criticisms nor as return fire for the spitballs which have been aimed at OCR. They are intended only to demonstrate that most of the faults found in the OCR systems are also to be found in the best of other systems, and that we therefore could not hope to eliminate them merely by throwing away what we have achieved so far and going back to a conventional system such as the BoA.

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directories.

Each regular issue listed an average of 8,926 books, periodical articles, and documents dealing with some phase of agriculture. The total for the year was 98,187. In the eleven regular issues the title and description of each item are given only once, with a document number which serves thereafter to identify it. The titles are arranged alphabetically by author under some 250 broad subject categories, and there is an author index at the back of each volume which enables one to locate the document numbers assigned to any given author.

The December index issue contains a much more detailed subject breakdown which gives for each category and sub-category the document numbers for items belonging in each compartment of the scheme. To find the titles and authors' names which match the document numbers it is necessary to look them up in the eleven previous issues. There is also a cumulative annual author index in the December issue.

Timeliness of the BoA

For the world of agricultural research the BoA is as admirable in its timeliness as in its scope. By the standards which apply to intelligence, however, it would have to be rated as unacceptably behind the times. The point is important, because it takes either a very big staff or else a judicious combination of manpower and machines to achieve real speed in handling most documentation problems.

The April 1957 issue of the BoA was received by the CIA Library on 3 May. Taking at random three pages of this issue (65, 127, 183) we find that they all show about the same picture and may, therefore, be regarded as fairly representative. The three pages show 122 entries, and of these only 7 had been published since the turn of the year. 99 are the titles of items which had appeared in 1956, and 16 date back to 1955. Over half of the items which show month as well as year of publication had appeared in December or November of 1956.

The researcher who receives a new issue of the BoA on his desk may anticipate, therefore, that fewer than one in ten items will be less than four months old, about half will be between four and six months old, and the remainder will be still older. This is rather good service, considering that many of the items are articles which were published abroad in foreign languages and which doubtless spent a long time in the mails. But the eleven regular issues of the BoA contain only the simplest sort of subject breakdown, and the articles listed in the January issue do not get indexed in any more detail until the following December.

By contrast, of course, the Intellofax system does provide a full subject and area indexing for all documents within a week or two after they are received.

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Scope and Consistency of the Indexing (Regular issues of the BoA)

As noted above, the eleven regular issues of the BoA show each title only once, arranged in the simplest form of subject breakdown. This breakdown, or classification scheme, is published complete in the first two pages of each issue, and this is a great advantage to the researcher because it enables him to scan the entire pattern and estimate for himself just which brackets are most likely to contain the titles of interest to him. So simple a scheme, however, has corresponding disadvantages.

To begin with, there is no area approach at all. The man who wishes to find out what has been published on Russian agriculture will have to read all the way through each issue - unless, of course, he is interested only in certain aspects of Russian agriculture. To read through 9,000 items in small print each month would be quite a chore, and it is doubtful if anyone has ever done it except the unfortunate proofreaders.

Next, the necessary consequence of allocating a large number of titles to a small number of pigeonholes is that many of the latter will contain a burdensome number of entries. The January 1956 issue, for instance, shows 10,602 titles arranged alphabetically by author within 260 subject categories. This would be an average of only 40 entries per subject, but since some categories contain only a very few entries it follows that the broader and less selective ones must contain a good many. The maximum, in this issue, seems to be PLANT SCIENCE - PHYSIOLOGY, with 428. And since these 428 titles range the entire gamut of the plant world from bacteria to orchids it follows that no specialist on any group of plants can afford not to scan them through. The same is true of other large groupings in the system, because the broader and less selective categories inevitably do the most overlapping. The specialist on algae, for example, cannot find all the items dealing with his specialty merely by reading the 79 titles under the sub-subcategory ALGAE, which comes under the broader heading PLANT SCIENCE - SYSTEMATIC AND GEOGRAPHIC BOTANY. If he restricts himself to these 79 titles, he will miss a large number of others which are equally appropriate to his work but are scattered under other headings. He will need to scan the 428 under PLANT SCIENCE - PHYSIOLOGY because they include such articles as No 1142, Studies on nitrogen-fixing blue-green algae, which do not appear under ALGAE. He will need to scan the 104 titles under PLANT SCIENCE - MORPHOLOGY, ANATOMY, AND CYTOLOGY because they include such entries as No 992, Elektronenmikroskopische untersuchungen uber feinstrukturen der diatomeenschalen. And he cannot overlook the 75 titles under PLANT SCIENCE - GENETICS because they include some which deal with the genetics of algae, e.g. No 1073, Multiple mutation in Chlamydomonas reinhardtii.

In sum, it appears certain that exceedingly few agricultural research workers will find that their specialties fit so neatly into the BoA indexing scheme that they can safely rely on a small segment of the index to meet their needs. Most will have to scan a thousand or more titles each

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month in order to be reasonably sure of finding those which are of importance to their work. And, of course, a man who is trying to keep track of all agricultural developments in a particular country will have to scan the entire volume each month.

Consistency? Perfect consistency in indexing has never been achieved by any system, and it certainly is not to be found in the BoA. The compilers of the index are often much perplexed to know which of two pigeonholes to select for a given entry. For example, No 362, Four Marine Diatoms under Electron Microscope is one of the 79 entries under ALGAE, while a German article on almost identically the same subject (No 992, cited above) appears under MORPHOLOGY, ANATOMY, AND CYTOLOGY. In truth, if you were doing the indexing for the BoA with this system, and if you found an article with the title Morphology of Algae, where would you put it? Under ALGAE or under MORPHOLOGY? The rules forbid you to put it under both, because the rules were designed to produce a simple index which would not be too bulky and too costly to produce. As soon as you allow multiple entries, your bulk and your production costs go up. So we must expect inconsistencies, and not complain about them. But it's no use to pretend they don't exist.

The BoA title entries do have one virtue which has not already been mentioned. If an article in a foreign language contains in its text an English language summary, the indexers put the words "English Summary" after the title. If there are joint authors whose names don't appear in the printed title, the indexers put their names after the entries. If a title is meaningless by itself, such as Victory when the article deals with the success of an agricultural program, the indexers put a word or two of explanation after the title. These little comments are of great value to the man who is using the index, they seldom amount to more than three or four words, and they need be provided only for every third or fourth article. They are very useful indeed, and they cost little. Perhaps, even, they could be cited as evidence that the BoA is an index with "high intellectual content" though I think this would be overdoing it a bit.

Scope and Consistency of the Indexing (December cumulative issue)

Once a year, as has been said above the BoA puts out a special issue which contains no new entries but does give a cumulative alphabetic list of all the authors' names in the eleven other issues, plus a much more detailed subject breakdown of the items in the regular issues.

The cumulated author listing is a useful and perfectly simple tool. It enables the researcher to locate the articles published by a given author in any year by searching through a single directory-type list rather than through eleven. It does not, however, tell him what the articles were. It gives him their document numbers, and he must look these up in the other eleven issues in order to find out what the titles

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were. In the December 1956 issue, which runs to 652 pages, 352 are devoted to the author index while 294 present the expanded subject index.

The expanded subject index does not have any area breakdown but it does give a much more detailed subject breakdown than the regular monthly issues. In fact, the detail of its breakdown is without any limits at all, as the name of any species of plant or insect may appear in the index. Each document number is listed on the average in two or three different places in the index, and some of them are listed in many places. One might think that this multiplicity of entries and unlimited detail would provide an almost perfect index, but this, unhappily, is not quite true. The trouble is that this system creates (a) too many places where a given article might reasonably be listed in the index, and also (b) too many entries after a good many of the subject headings. Inconsistency in the input - the building up of the index - cannot be avoided since no two indexers will exactly agree on just where to put some of their titles. Inconsistency in the output - the searching in the index for specific titles on given subjects - is equally unavoidable because no user of the BoA can be certain that he will think of the same places in the index that the indexers did. This is a little difficult to explain, and since the point is important I shall deal with it by an example in the following section of this report.

Weaknesses of the Conventional Indexing System

The only way to find out how well a system works is to try it out. What we want is to receive assurance that the BoA is capable of providing a fairly complete and consistent bibliography of articles published in any given year on agricultural subjects. We can see by inspection of the annual index that it will supply a good many titles on almost any agricultural subject we can think of, but we're entitled to ask how complete these bibliographies will be. To be complete, of course, a bibliography should include all titles which deal specifically with the subject supposedly covered by the bibliography. If it omits titles which are right on target then it is incomplete. To find out if the BoA falls short of perfection in this regard we have only to see if the index will locate for us a few specific titles on specific subject matter.

Example 1

Imagine, for the purposes of this example, that you are a reference librarian in the Department of Agriculture, and that a senior researcher comes to the Library and says, "Miss Jones, I wonder if you can help me. I took some notes last week on a rather important article which reported

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that a certain kind of grass had recently been found harmful to horses. I've mislaid the notes, and I can't remember the title or author of the article. Is there any way you could find it for me. I'm quite sure it was published in 1956."

The following are the steps which you take:

(a) You assume that the article was published early enough in 1956 to have gotten into the 1956 index. There's only about a 50% chance that this will be true: if it was published in the second half of the year it is quite likely that it didn't get picked up until one of the early 1957 issues of the BoA. For the purposes of this search, however, you will start with the big annual index published in December, 1956. There won't be any detailed index to the 1957 issues until next December, so if you can't find what you are looking for in the 1956 set of the BoA you will have to start reading through the 1957 issues page by page.

(b) Turning to the December 1956 annual index, you start logically enough with the category HORSES. Here you find three columns of fine print, listing 508 document numbers. These numbers mean nothing to you by themselves, but you can find out the titles and authors of each if you look them up in the other eleven volumes of the 1956 series. However, the index is broken up into quite fine detail under HORSES and most of the sub-categories don't look very promising, so you don't have to run down all 508 titles in the other volumes. You do, however, have to look up those which are shown in the sub-categories which look most promising. You start with the 20 numbers listed after HORSES - POISONING, and find that 19 of the 20 quite clearly refer to horses being poisoned by substances or plants other than grass. One entry, No 87437, mentions only "plants" poisonous to horses, so you copy down the title and call number on a slip of paper and ask the Librarian to lend you the article. Upon reading it, however, you find that there is no mention of grass.

After this, you turn to the other sub-categories under HORSES which look promising and run them down by the same method and with similar results. When you get done you find that you have run down 83 titles as shown in the following table, and you have had to get five or six documents out of the Library without result:

HORSES:

Poisoning.....	20 items
Mortality.....	1
Feeding and nutrition.....	24
Care.....	6
Digestion.....	3
Diseases.....	18
Abnormalities.....	5
Anatomy and physiology....	6
	<u>83</u>

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(c) You have now spent the better part of the morning on this quest, and you go back to the researcher to see if he can't remember anything more about the article. Under pressure, he says he is absolutely sure (1) that the article was in the 1956 and not the 1957 issues of the BoA, and (2) that its title did specifically mention both "horses" and "grass". Encouraged, you go back to the annual index and look up GRASSES. Here you find 386 document numbers, but there is no sub-category for POISONOUS and only a few of the others look at all promising. You run down perhaps 20 or 30 of them in the monthly issues of the Bibliography and draw a blank.

Next you look at PLANTS, and find that it contains over 2,000 document numbers but no sub-category for POISONOUS or anything like that. Looking to see if there might be a major entry in the index for POISONING, you find to your surprise that there is a major entry for POISONOUS PLANTS, and under it a sub-category TO LIVESTOCK with 28 document numbers. You look up the 28 titles and find that none contains the words "grass" and "horse". A footnote to the POISONOUS PLANTS category now catches your eye, and you read "SEE ALSO NAMES OF POISONOUS PLANTS". This is rough. There are over 7,000 species of grass in the world, and if the article you are looking for gave the botanical name for the grass in question then very probably it was indexed under that name. To look up 7,000 botanical names in the index, to see if one of them might produce the document we want, is just not feasible. It is true that not all of them will appear in the index - only those that were mentioned in the literature during 1956 (and not all of them, by any means) - but the only way to find out which ones are there is to look them up one by one. It would almost be easier to read through the 2,830 pages of the BoA that were published during the year. This line of thought leads to the next step:

(d) Instead of reading through all 2,830 pages, why not just read those sections of each monthly volume in which an article on harmful effects produced by grass on horses would probably be listed? In this case we are lucky enough to know that the title actually contains the word "grass" and "horse" or "horses". How many titles would you have to read to be sure of finding the one you want? The category WEEDS AND POISONOUS PLANTS contains 1,050 titles in 1956. If that doesn't work, you can try FORAGE AND GRASSES with 1,232 titles. And if that also fails, the only other category that seems at all likely is HORSES AND MULES - VETERINARY MEDICINE, with 604 titles to be read. It takes a good many hours, but you now read through all these titles and again draw a total blank.

(e) You now have to admit you're licked, and you call up the researcher and tell him so. He replies, "Oh, I meant to tell you. I found my notes the other day just after I'd talked to you. I

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hope you haven't been to too much trouble". Rather weakly you ask him what the title was, and learn that it was Stomatitis of cattle and horses due to yellow bristle grass (Setaria lutescens), No 87024 in the Bibliography. You look it up and find that it was listed in the November issue under CATTLE - VETERINARY MEDICINE, and that its number appears in the Annual Index under STOMATITIS and SETARIA LUTESCENS.

Examples 2 - 10

Lest anyone suspect that the example cited at such length above is a carefully selected one, and one which would seldom occur in practice, I give below the descriptions of nine other titles in the 1956 Bibliography and suggest that the skeptic attempt to find them. Anyone who can find any one of them in less than a day's time will be doing well, and I will buy a drink for anyone who can find all nine in less than a month. Those who abandon the search may have the elusive titles by sending me one dollar with a self-addressed envelope.

Ex 2 An article discussing the comparative value of four different types of grass as pasture for milk cows. (The entry contains the digit sequence 39:574-588, which may serve as positive identification when the right article is found.)

Ex 3 An article with the title Cool season grazing and feed crops. (The entry contains the sequence Ext.C.480,12p.)

Ex 4 A popular account of wild flowers and flowering plants in the Arctic. (The entry contains the sequence 194(2):88-92.)

Ex 5 An article which describes preliminary studies on the influence of environment on fungus growths in potato plants. (The entry contains the sequence 4:265-270.)

Ex 6 An article which discusses the probable correlation between increasing salinity and the disappearance of gnats from Moriches Bay. (Contains the sequence 23:90-91.)

Ex 7 An article reports that a species of diatom never before found in North America had now been reported from there. (Contains the sequence 83:89-95.)

Ex 8 A book which reports the findings of a 1953 survey of farming conditions and agricultural outlook in Thailand. (Contains the sequence 269 p.)

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Ex 9 An article which discusses growth rates in plants
and has the title: Promotion and inhibition: twin
themes of physiology. (Contains the sequence 90:145-162.)

Ex 10 An article which discusses the effects of environment
on bacterial diseases in poultry raised for the table.
(Contains the sequence 7:445-460.)

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THOUGHTS ON THE BIBLIOGRAPHY OF AGRICULTURE VS. INTELLOFAX SYSTEM

I. VOLUME

Bibliography of Agriculture - 100,000 items, or less, a year
250,000 subject references a year

Intellofax system - 300,000 documents a year
1,000,000 cards a year

II. APPROACH

Bibliography of Agriculture - a classed index; each item (book or periodical article) appears once; approach by specific subject must be delayed until the annual volume, which is the only one containing a subject index. The solution to this is to read the section dealing with one's specialty every month. This can apply only to subjects, not areas. A person interested in plants poisonous to domestic animals would have to read

a. PLANT SCIENCE

Weeds and Poisonous Plants (items 85157-85257)* 101

b. ANIMAL INDUSTRY

HORSES

Veterinary Medicine (items 87426-87474)* 48

CATTLE

Veterinary Medicine (items 87016-87258)* 0113

and so on. Furthermore, if he were interested only in plants poisonous to horses, it would still be necessary to read the section under CATTLE, since an item which dealt with both cattle and horses (e.g., 87024) might appear under CATTLE.

* Items cited are from October 1956 issue.

Intellofax system - a subject index as well as a classed index; this means that material can be found by specific subject within days after the document is received in CIA. For instance, for poisonous plants we would run code 632.314; it would then be necessary to screen out reference to plants poisonous to humans.

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III. RETRIEVAL

Bibliography of Agriculture - no approach area wise

Intellofax system - approach by area possible; very important to CIA

Bibliography of Agriculture - to retrieve everything on a given subject it is necessary for a person to find the subject and all its breakdowns, (e.g., Diptera, mosquitoes, Culicini, Aedes (plus all species), insecticides - mosquito control, malaria - transmission, etc. etc.,) copy off lists of numbers, and then somehow reproduce at least part of the citations. These could run to literally hundreds of items.

Intellofax system - definitive codes, to cover the desired subject, are chosen by the analyst in consultation with the reference librarian. Machines, thereupon, locate the appropriate references and reproduce them. If there are many references, an initial screening can be done by the librarian.

IV. GENERAL

The intellofax system is cumulative; the Bibliography is not, and so far as I know, cannot be. To cover six years in the Bibliography of Agriculture would require a manual search through six volumes of indexes. A machine run can cover six months, or six years.

The Bibliography does index very specifically, once a year; however, it covers a limited subject field, as compared with the Intellofax system. If the Intellofax system were converted to a Bibliography of Agriculture-type publication, each year's volumes would occupy four times as much space as does the Bibliography, or two feet of shelf space. This would pose a real storage problem, since our publication would be classified. Furthermore, if we tried to have four different publications, divided by subjects or by areas, we would be faced with the problem of overlapping items, and would then have to give everyone all volumes, or else do multiple indexing. All volumes for all years would have to be retained, at least for some time.

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The Bibliography of Agriculture is selective; older material is not indexed, and there are other types of material which are not included. It is printed in 2,000 copies, of which 864 are distributed free in this country, and 495 in foreign countries; 606 copies are sold by the GPO. The Library of the Department of Agriculture does not have statistics on the number of copies disseminated to the Department's research offices.

STAT


(Chief, Reference Branch
$$\begin{array}{r} 864 \\ 495 \\ \hline 606 \\ 1965 \end{array} \quad \left. \begin{array}{l} \\ \\ \end{array} \right\} 1359$$

$$\begin{array}{r} 2000 \\ - 1965 \\ \hline 35 \end{array}$$

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E-136

1 July 1957

MEMORANDUM FOR: Deputy Director, Central Intelligence
VIA : Deputy Director, Intelligence
FROM : Assistant Director, Central Reference
SUBJECT : Request for an investigation by the
Inspector General
REFERENCE : Attached memo, AD/CR to DD/I, 1 July 1957

This memorandum contains a request for your approval in paragraph 3.

1. The Office of Central Reference was partly surveyed this year by a panel of three professional librarians whom we hired as consultants. In their report dated 15 May 1957 they made certain statements which I have found to be untrue or misleading. The details are set forth in the accompanying copy of a memorandum to the DD/I.

2. The discrepancies are important, and the fact that I have charged the Consultants with having carelessly misread and misinterpreted the office records is not likely to remain a closely held secret. Almost surely the suspicion will arise, whether or not it is openly expressed, that OCR may have tampered with the records.

3. In the Agency's interest, as well as my own, I ask that the Inspector General be instructed to make a formal investigation of this point without delay. It will not be difficult. The essential records are a series of Request Forms which are kept in parallel, one set by Machine Division and one set by the CIA Library. They are not identical, or they serve slightly different purposes, but they are substantially in agreement on the points in issue. It will be easy for the Inspector General's staff to ascertain whether or not they have been tampered with.

James M. Andrews

Attachment

cc: DD/I
IG

1 July 1957

MEMORANDUM FOR: Deputy Director, Intelligence

FROM : Assistant Director, CR

SUBJECT : The Ten Horrible Cases of the Library Consultants

1. No aspect of the survey by the Library Consultants has caused me so great concern as the Ten Horrible Cases which they cite on pages 72-75 of their report in order to "point up some of the intellectual and mechanical problems of the Intellofax system." These ten cases are the foundation upon which the Consultants base their major recommendation, i.e., that CIA should abandon its attempt to develop a mechanized indexing system and should, instead, go back to a conventional index to be published monthly. These cases make very painful reading for anyone in OCR. Taken together, they are a devastating indictment. We dare not hope that any system which we can devise will be entirely free from the failures caused by human errors, but we certainly did not suppose that our failures were so serious and so frequent as the Ten Horrible Cases seem to prove.

2. Now hear me! These are not Ten Horrible Cases at all. I have looked at them far more carefully than did the Consultants, and I find as follows:

Two of them, Numbers 1 and 3, occurred exactly as the Consultants say they did, and they are bad. In both cases human errors caused the machine room to miss some cards which should have been supplied to the customers - OTR last August, and ORR this March. There is no excuse for either of these two mistakes. We have installed additional control procedures which we believe will lessen the chance of a recurrence, and we hope it will never happen again, but we obviously can't promise that it won't.

Two others are of similar nature, and they are correctly described by the Consultants except for one significant omission: they fail to note that both these mistakes were caught and corrected within OCR itself. Case Number 2 was caught by the Special Register, and Number 4 by the Library. The customers for whom OCR was doing the work - ORR in one case and Army in the other - did not suffer by these mistakes and, indeed, never knew they occurred.

The Six other Horrible Cases are phonies. They are bogus, and they reflect no discredit on our system. They do show clearly that the

- 2 -

Consultants handled at least this part of their survey in a manner so unbelievably careless that it can only be described as irresponsible. Thus:

Case No 5, page 74. The Consultants say: "On 30 January 1956 (sic) run #129, which is a rerun of 116, produced 124 references instead of 54 but there were 193 references entered as being in the class searched as of 31 January 1957 (sic)."

It is the Consultants who are wrong on this one, and in addition they have garbled the facts.

Item: It was #116, not #129, which produced the 124 cards.

Item: It was #129, not #116 which produced the 193 cards from which 54 were selected as being useful for the requester's purpose.

Item: The two runs did not call for the same subject codes, and therefore cannot be compared on any basis. Both were for the same requester, TSS, and both covered the same areas, but #116 called for subject code 877 standing for NATIONAL CHARACTERISTICS while #129 called for code 850.1, standing for PHYSICAL FITNESS. It is not remarkable that the two searches did not find the same cards. There would have been something seriously wrong with the system if they did.

Case No 6, page 75. The Consultants say: "On 11 January 1957, run #35, which is a rerun of #32, produced no references, whereas run #32 had produced 130 with fewer codes. All the run #32 codes were repeated in run #35."

Again it is the Consultants who are wrong, and in this case they have twisted the truth by exactly 180 degrees:

Item: It was the first run, #32, which produced no cards.

Item: It was the second run, #35, with three additional subject codes which produced 130 references.

This is exactly as it should be. With Intellofax as with any other indexing system, conventional or mechanized, if you don't find what you're looking for under one heading you try another. In this case the first run, using only two subject codes, drew a blank. So a second run was made using the additional codes, and it produced results.

Case No 7, page 75. The Consultants say: "Run #490 on 8 April 1957 repeated run #480 including all the old codes of the earlier search and some additional codes, yet run #480 gave 80 references and #490 gave only 22."

Once again it is the Consultants who are wrong, and again they have carelessly made a hash of the facts:

Item: It was the first run, #480, which produced only 22 cards.

Item: It was the second run, #490, which produced 80 references.

Item: The second run was in no sense a repeat of the first, and therefore it should not have produced the same cards.

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Both were for the same requester, both were on the same area and the same subject, but they covered different periods of time. The first run asked only for data from 1 January 1955 to date. This produced only 22 cards, so the requester asked that another run be made on the same codes for the years 1951 through 1954, plus one additional subject code for the period 1951 to date. This produced 80 cards.

Case No 8, page 75. The Consultants say: "Run #438 of 21 March 1957 was another rerun including all the old codes plus new ones. The rerun gave no references while the original gave 45."

Wrong again.

Item: The earlier run, #402, drew a blank.

Item: The second run, #438, produced 45 references.

Item: The two runs cannot be compared in any way, though it is true they were both on the same subject and for the same customer, OTR. The first asked for basic and finished intelligence only on the economic development of the Asiatic RSFSR since 1 January 1955. No references were found, which is scarcely surprising, so a second request was placed but this time without limitations as to type of intelligence. This produced 45 references to intelligence reports not falling in the basic and finished category.

Case No 9, page 75. The Consultants say: "Run #302 of 20 February 1957 which gave all the codes of run #245 plus others, gave no references while run #245 did produce one."

The statement is true as it stands, but it is incomplete and misleading. The first run, which produced a single reference, asked that two different sources be searched, 14-0000 and 14-1102, while the second specified that only 14-0000 was to be searched. Obviously the card found on the first search must have been drawn from source 14-1102, which was not used on the second.

Case No 10, page 75. The Consultants say: "Run 293 was a rerun of run #284. The rerun used fewer subject codes but reversed area codes and obtained 179 references instead of the original output of only 16 references from more codes."

Wrong again.

Item: The earlier run, #284, produced 179 cards.

Item: The second run, #293, with fewer codes, produced 166

cards.

Item: In view of the changed area codes we should not expect the two searches to produce identical results in any case.

3. The Consultants conclude this section of their report with the statement that "these examples could be multiplied but they seem sufficient to cast serious doubt on the reliability of the machine system as

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currently operated." I agree with the first part of this statement. Doubtless the Consultants could easily have multiplied these cases, but to have done so would have cast less doubt on the reliability of the Intellofax system than on the competence of the investigators.

STAT

James M. Andrews

SECRET

18 June 1957

MEMORANDUM FOR: Deputy Director, Intelligence

FROM : Assistant Director, CR

SUBJECT : The handling and usage of old Intellofax cards and Minicards

REFERENCE : Report of the Library Consultants, Pages viii, ix, 66-67, and 117

1. The Report states in its Summary of Findings, on pp viii and ix,

"Retirement of IBM cards limits the usefulness of the Intellofax system to five or six years of recent materials.

"The non-availability of the older Intellofax cards means that the total investment in Intellofax output is gone after five to six years, and there is no usable way to get at older materials."

Reply: The statements are incorrect. Usefulness of the system is not limited to five or six years, the older cards are not "non-available", and there is a usable way to get at the older materials.

At 8:45 of Friday morning I set out to check this point for myself, without advance warning to anyone that I had any intention of doing so. The reference librarian gave me the codes for "Railtransport" and "Russia", and with these noted down on a slip of paper I went to the microfilm room. There, without any delay, I was shown a machine listing which indicated that the old intellofax cards with these codes were on Reel number so-and-so. The reel was placed in a microfilm reader for me, I was taught how to use the reader, and by 9:05 I had photos of the cards in perfectly good order and legible condition before me.

2. The report states on page 67:

"The cards for the older Intellofax materials have been sent to storage, where it is reported they have become unusable."

SECRET

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Reply: The statement is irresponsible and misleading. No responsible investigator cites hearsay on a matter so easily confirmed or disproven as this. Some of the older cards were sorted and tabulated last November, and about 50,000 of them are being worked on at the present time. Their condition is entirely satisfactory. See sample at Tab A.

3. The report further states on page 67,

"... checking in the Circulation Department which has the film, as well as with the Machine Division, which could theoretically call the cards back from storage, shows that the film had never been consulted nor have the cards ever been brought back from storage."

Reply: It is quite true that the Machine Division had never called back any cards from storage at the time when the Consultants made their inquiry. There had been no need to do so. There is a machine installation at the point of storage where they can be shuffled and tabulated, and we have not yet had any demand for the older cards that could not be satisfied by the microfilm. We would have to call back the cards if, for some request, it was absolutely essential that the older cards be mixed in with the newer ones and a tape prepared from them.

When I asked the custodian of the microfilm how often it had been used, she replied "Not very often. Very seldom, in fact. Not as often as once a month." When I pressed her as to whether it had ever been used she said yes, that it had, and that several months ago there were several demands upon it all at once.

I confess I don't quite know what to make of this. Perhaps the demands that she remembers were generated by the Consultants, but in that case the Consultants would have no excuse for making the statements referred to in paragraph 1 above. The important facts, it seems to me, are (1) that the film is in good condition and readily available, and (2) that it is seldom called for.

4. Further, on page 67:

"Analysts who think they are getting material more than five or six years old from this system are trusting in something that does not in fact happen."

Reply: Tendentious. Partially supported, however, by the facts.

In 1955 we combed out of the files the cards which had been processed through the end of February, 1950. (This cut-off date was selected, instead of 1 January, because it coincided with a change which we had found it necessary to make in the code scheme.) On the date when the coding began, the reference librarians were told

COPY

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henceforth to warn all customers that their Intellofax tapes would no longer show the older cards, but that these older cards could be inspected on microfilm if there was need to do so. A notice to the same effect was printed on each Intellofax tape prepared after this time. In late August of 1956 we combed out the remaining cards of 1950, those which had been produced between 1 March and 31 December 1950. At this time a new heading was placed on all Intellofax tapes, the same that is used today: INCLUDED ARE REFERENCES TO CLASSIFIED INTELLIGENCE DOCUMENTS PROCESSED SINCE JAN. 1951. CARDS FOR DOCUMENTS RECEIVED EARLIER ARE AVAILABLE ON MICROFILM, WHICH CAN BE SCREENED IN ROOM 1321, W BUILDING. See sample at Tab B. Simultaneously, the Chief of the Library's Reference Branch circulated a notice to her people which told them that all the 1950 cards were now removed from the files, and that customers should be warned accordingly. The notice is still available for inspection*, and it bears the initials of all but one reference librarian. A mistake was made. No one knows how. But one man did fail to get the word, and he did continue to speak of the withdrawn cards as being the "1949 cards", and to make the entry "1950 to date" on his request forms. It is true that the Intellofax tapes themselves bore a notice specifying SINCE JAN. 1951, and there is no reason to doubt that all but one of the reference librarians correctly identified the cards which had now been withdrawn as the "1949 and 1950 cards", or the "pre-1951 cards". Some customers may have been unwittingly misled however, and if they failed to read the notice on the tapes, and failed to observe that no 1950 titles appeared on their lists, then they probably did "trust in something that did not in fact happen."

5. On page 65 the Consultants describe how they set about analyzing the Intellofax system by checking one hundred runs completed in October and one hundred in November. "In each case, the first hundred that had sufficient data to be useful were used. Since there were about 360 runs in these two months, this gave us a sample of about 40% of the total." They studied these 200 to see what period of time the customers had asked the system to search for, and on page 67 they say that out of 200 they found that:

"... 89 asked for six years or more, equals 44.5%. It is very interesting to note that 44% of the requests asked for material more than six years old..."

Reply: A misinterpretation of the data.

I have checked all the request forms for this period, and there are 23 which ask for data from "1950 to date". 19 of these were prepared

* Let no one complain to me, as the Consultants do, about "excessive record keeping".

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by the reference librarian who, as noted in paragraph 4 above, had failed to get the word about the change in dates.

However, out of 365 requests the forms for 129 show the entry "All" or "All dates" in the blank space provided. 129 plus 23 equals 152, which is 42% of 365. Obviously the Consultants interpreted the "all dates" entries as requests "for six years or more, equals 44.5%".

This is a simple misinterpretation, which it will be charitable to regard as unintentional. In truth, however, the forms reflect only the instructions given to the machine room, and when the machine room is asked to search for "all dates" it is understood by one and all that this refers to "all dates now covered by the card files". The machine room does not have custody of the microfilm. The customer has been orally informed (barring mistakes) that his tape run will not cover dates earlier than January 1951; and there is a printed announcement to the same effect on the tape itself. If he wants to see references going back before that date he is told that the microfilm is readily available to him. Even if we admit that it is a little more irksome to have to read microfilm than to receive a printed list in your hands, we would nonetheless suppose that if 44% of the requestors really wanted the old data a good many of them would take the trouble to look at the film. The Consultants themselves report that none of the analysts ever go to this trouble, and our own best judgment is that exceedingly few do so.

CURRENT EVALUATION AND FORECAST

6. The evidence seems to me irrefutable that very few researchers have sufficient interest in the older data to take the trouble to look at the microfilm, and if this is so then surely we are justified in culling out the older cards in order to make space for new. We are justified, that is, provided (1) that the researcher is warned, and (2) that the older cards are readily available to the rare researcher who really wants to see them badly enough to take a few minutes extra time and trouble. These two provisos are met by the present system - insofar as it is humanly possible to do so. I believe that even if we put our warning on the public address system, and if we refused to deliver an Intellofax run to any analyst until he signed an affidavit that he had heard and understood the warning, we would still be accused by a few of having wilfully outraged them.

As compared with conventional indexing systems such as the New York Times Index, the Bibliography of Agriculture, or the Intelligence Publications Index, the Intellofax system has many advantages when it comes to dealing with data other than those of the current year. In any conventional system it would be necessary to search five different annual cumulations, as well as the recent monthly volumes, in order to be sure of covering the data of the current and the past five years.

END
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With Intellofax we have the current years and months in one cumulative file which can be searched by machine.

7. It is not practicable for us, with Intellofax, to keep the cards from still older years in a single cumulation. We must remove them from the working file by instalments, must file them in series at the time of removal, and must machine-index them at the same time. Thus to search for given codes in two different instalments of older cards, we must search two machine indexes and inspect two reels of microfilm. This is exactly analogous to what must be done with a conventional indexing system, and we hope to find the cure for it in Minicard.

With Minicard, we expect to lick the space problem. We will not need to retire minicards in order to make space for new ones - not for many, many years at any rate - but we undoubtedly will have to make a distinction between relatively recent and relatively old cards. After we have accumulated minicards for five years, say, we will probably set up an "Old Minicards File" to which, each year, we add an instalment of aging cards. But these older cards will be set aside not because of space pressure, but in order to keep the number supplied for routine requests down to a manageable and reasonable number. The older ones will be stored in the same location as the Current File, and they will be collated by machine. Then, when someone really wants the older data, we will have only one old file to search and we will be able to produce the old references in the same format as the recent ones.

When and if we are able to do this I think we will be able to claim with justification that the problem of aged data has been solved.

James H. Andrews

Attachments: Tab A
Tab B

SECRET

TAB A

This is a sample Intellofax tape produced from old cards.

The old cards were ordered from the Record Center about 10:00 AM on 17 June 1957, and were delivered in Washington about 12:15 PM on 18 June.

The cards were then run through three different IBM units to test their condition for machine processing. No faults were found.

They were then run through the Intellofax Transmitter. With perfect results, as can be seen in the sample.

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TAB B

This is the heading used on all Intellofax tapes since late August, 1956, when all 1950 cards still in the working files were withdrawn.

SECRET

C-130

7 June 1957

MEMORANDUM FOR: Deputy Director, Intelligence

FROM : Assistant Director, CR

SUBJECT : Comments on the Report dated 18 May 1957 by the
Library Consultants - Number One

1. The report by the Library Consultants is highly critical of OCR, its Intelligence Subject Code, and its mechanized approach to the documentation problem. It recommends that we (1) cease using microfilm aperture cards and go back to hard copy, (2) abandon the Intellofax system, and (3) expand the Intelligence Publications Index into a monthly publication much like the Bibliography of Agriculture which should include "all documents, books, and periodicals that make a substantive contribution". This is like telling us to junk the family car and buy a horse.

2. The specific criticisms in the report are very disturbing. All but a few are at least partly valid and, though many serve only to underline and emphasize defects of which we were already aware and for which we were already trying to find cures, some of them do reveal weaknesses whose existence we did not suspect. We knew the family car had plenty of squeaks and rattles, but we did not believe it was in quite such bad shape as the Consultants say it is.

3. Most of the many recommendations in the report depend in large measure on our decision as to whether we will or will not junk our present system in favor of an enlarged monthly index. This decision must be made before we can discuss intelligently the proposals for reorganization. Accordingly we are making a detailed study of the cost, and the advantages and disadvantages, of accepting the basic proposal. We need to know whether the horse could haul our load, and what it would cost in upkeep, before agreeing that it is better to junk the family car than to attempt repairs.

4. One set of recommendations can probably be disposed of at the present time: i.e., those having to do with space.

The concept of a central focal point for the major reference collections, with the specialized units and collections grouped around it, is entirely agreeable to OCR and was, I believe, proposed by both DD/I and OCR some months ago. The detailed proposals of the Consultants for arrangement of the several units are also entirely agreeable to us,

- 2 -

and I feel confident they would provide us with space in which we could accommodate ourselves to good advantage whether or not we accept all of the proposals for reorganization. In any event, some changes in our structure are inevitable in the period which will intervene before we move, and it is certain that any detailed plans which we draw up now will have to be modified to some degree in the final months before the transition.

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I have instructed my Space Officer [redacted] to use the Consultants' suggestions as a basis for his planning, and I shall assume unless informed to the contrary that you approve this step.

5. All OCK Divisions have now provided me with detailed comment on the specific criticisms and recommendations which bear on them. In due course I shall provide for you a statement of our views on the validity of the criticisms and an outline of the remedial measures which we propose or have undertaken. Each of the recommendations, except those bearing on space, will be dealt with in detail. As there are some one hundred and fifty numbered "Findings" and "Recommendations" I shall report to you on the instalment plan rather than in one monumental study. My second memorandum in this series will deal with the specific proposal that we abandon a machine approach to our general reference problem and undertake something like the Bibliography of Agriculture.

James M. Andrews

SF

29 March 1957

MEMORANDUM FOR: Deputy Director, Intelligence

FROM : Assistant Director, OCR

SUBJECT : Interim Developments of the past two or three weeks

1. The only really significant development of the past few weeks has been the progress made by the Library Consultants. The three men have been in to work on each Thursday and Friday during your absence, and they have by now toured OCR's customers rather thoroughly with Jim Chandler and also, of course, have had a fairly close look at all segments of OCR except the Special Register and Top Secret Control. They do not even know that the former exists, and I doubt that they've learned much about TS Control: since they have a SECRET clearance it would be a little difficult for us to go over the TS operations with them in any detail.

2. [] is interesting himself primarily in the Library collections, in relations between the Library and the Registers, and in overall problems of Office policy, command, and cooperation.

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3. [] has concentrated primarily on acquisition problems, since his experience in State gives him particular aptitude for this aspect of our job. []

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4. [] is probing vigorously into the details of our entire reference problem - Library cum Document Division cum Machines cum Intellofax. He is giving us the high colon treatment and has already found some sore spots which we will have difficulty in explaining away. When he is done with us

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- 2 -

we will be able to feel very sure that not even the most captious critic of OCR would be able to find anything wrong with us that has not been thoroughly dissected and worked over to the best of our ability.

James M. Andrews

I shall be at home all day, and will be delighted to come in and chat with you if you have time to see me and would care to hear of our doings in any more detail.

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2. A clear policy on book acquisition is lacking. (Comments valid for 13 and 106)

I. Validation

Valid in part. Impossible to set a rigid policy to anticipate all the needs potential in the requirements of an intelligence agency such as CIA.

II. Comment

The CIA Library acquisition policy has been formulated in broad terms since 1951. (See p.11 of the Consultants Report). The Library Selection Officer presented a paper to the Librarian in 1956, outlining her interpretation and suggestions (See p.12-13 of the Consultants Report). The paper was discussed by Library officials and it was decided to show this to the Library Consultants for further discussion. There was no consultation on this paper with the Librarian.

The Library takes the position that its collection of books and other published material should be current, basic and cover as many areas of CIA responsibilities as the Library has knowledge of. For basic historical material in the fields covered by the Library of Congress, the National Medical Library and the Department of Agriculture (in fact the National Library of Agriculture) the CIA Library will rely on these fine libraries. It should and does build its collections on specific areas, i.e., USSR and Satellites, including Communist China. Its collection policy must be flexible. There is no way whereby an intelligence library can anticipate what area of the world becomes crucial overnight. Therefore, it must attempt to build basic collections of publications world-wide in the major areas covering CIA fields of interest: geographic, scientific, technical, economic statistics and other information. It must support the NIS program within CIA. Because of the emphasis on current information, the Library must bend every effort to receive newspapers, periodicals and books as fast as possible.

III. Proposal

The Library wants to make greater use of qualified Agency personnel who can participate more actively in the selection of publications to add to the Library collections. It does this at the present time by reviewing recommendations for purchase made by Agency personnel for materials to be added to their own collections. This is at best, however, an incomplete method of communication. To make such a program of cooperation between CIA subject and area experts and Library officials an effective one, the Library needs to know who are the experts and whether they would take a more active interest in the building of the Library collections. The Library should also be brought into office research planning programs so that it could procure publications in anticipation of projects. To build a larger collection of books, as suggested by the Consultants, would require a substantial increase in the space allotted to the Library. This it now does not have.

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Comments on the Consultants' Report

Apart from Statements 17-39

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2. Under the heading Policy decisions handed down hamper efficiency, point 5. states:

"5. With reference to the new organization, it is presently estimated by the Branch that when the new process is in effect and the staff trained, present staff can be reduced by 5 positions."

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This is not valid. On May 3 [] asked the Deputy Branch Chief to review work load figures in his paper dated March 5 and deliver the result May 8. A revised report on work load was delivered May 8, and, at that time, pointing to the machine-run T/O of Acquisitions Branch/Dissemination Section/Processing Unit [] asked:

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'How many of these people will it take to run the new line process?'

[] 'Items which can be processed on the line will occupy about the time equivalent of 5 persons, but those people have a lot of functions which cannot be worked on the line.' Mr. Campbell then proposed to summarize the duties of each person in the Processing Unit but was assured this was not necessary.

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The Branch is not in a position to assure performance of its mission with the staff reduced. The best that the new line process can contribute is anticipated greater speed on the easy part of the dissemination: One-addressee for retention.

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17. The Acquisitions Branch is limited to procurement functions and has no responsibility for selection activities.
106. Establish on an Agency-wide basis, a selection policy for the procurement of all types of intelligence material and established in consultation with the user divisions.

I. Validation

Valid only in so far as the procurement is limited to published materials.

II. Comment

The Library commented in 2 on an acquisition policy, wherein it was emphasized that the user divisions will be called upon to assist building the Library collections in their fields of specialization. At the present time, the Library will speak only to the point made by the Consultants that the selection functions should be transferred from the Reference Branch to the Acquisitions Branch. Here again, physical location of facilities plays an important part in the decision that has been made. The majority of the Library collections, its catalog, its reference tools, and its Search Unit in the Circulation Branch all are in the M Bldg. area. Domestic Section is in 350-26th Street, and has the machine set-up for order cards. Also, in the same building, is the receiving point for the intelligence documents, which often transmit book materials. Selection personnel must review this on a daily basis, and if the proposed greater quantity of nodexing goes into effect, there will be more of this type of material to look at by Selection personnel.

The Library grants that Selection people should be near the intake point, and they are, but there are several intake points at the present time. The two people on the Selection staff try to adjudicate their time as best as possible between the various intake points. At such time when the Library is in one building, with Acquisitions and Reference near each other, consideration will be given to the location of the Selection staff in Acquisitions. Until then, it is a question of which of two imperfect decisions to make, and the Library believes that the present organizational pattern is the most effective.

III. Proposal

The Library will prepare a paper on its selection policy for the building up of its collections. This paper will be circulated to the user divisions for comment and recommendations. When this is done, the appropriate personnel in all parts of the Library will have copies, to avoid duplication of effort and check on the effectiveness of the program.

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- 2 -

After the Library occupies the appropriate quarters in the new building, it will review the functions of the Selection staff to determine whether it should continue to be in the Reference Branch or whether it should be transferred to the Acquisitions Branch.



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18. The output of work per staff member in the Acquisitions Branch is lower by at least one-third than that normally found in research libraries, including comparable acquisition jobs such as State Department Library.

I. Validation

Not valid.

II. Comment

This is a clear example of comparing apples with bananas or potatoes, - it depends on what statistics you use. We believe the comparison with State Department is false. There is no quick way of checking the Yale statistics, so our refutation is based only on what we were able to get from [redacted] the Assistant Chief of the State Department Library, and the man who supplied one of the Consultants [redacted] with his figures. Among other things, at our conference with Mr. Berthold on 28 May 1957, he stated that the CIA and State Libraries can not be compared. State has very little document handling, and has limited extra-State responsibilities.

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The Consultants stated, "LR got 12,275 subscriptions and 59,193 volumes with fifteen (15) people." [redacted] amplified this activity as follows: of the 12,275 subscriptions, 8,950 were received on a gratis basis not requiring acquisitions procedures, and of these total subscriptions only slightly more than fifty (50) per cent was recorded; of the 59,193 volumes received, 27,519 were gratis items and over 18,000 were domestic publications procured for overseas post libraries and not fully processed in the State Library.

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Here is a table of comparative processing workloads for FY56 and counting pieces as performed by the State Department and CIA Library Acquisitions Branch personnel:

<u>Category</u>	<u>All. Agencies incl. CIA</u>	<u>CIA Only, 26 People</u>	<u>State Dept., Only, 15 People</u>
Foreign newspapers	736,728	474,195	
Foreign periodicals	367,923	273,020	
Domestic periodicals	204,000	204,000	*223,628
Books, foreign & dom.	86,177	51,813	33,651
Total	1,394,828	1,003,008	257,279
Foreign press summaries	270,944	176,080	-----
Grand Total	1,765,772	1,179,088	257,279

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18. Continued

[redacted] State lumps together foreign and domestic newspapers and periodicals. Of the 223,628 figure, only 136,418 issues were recorded, whereas Acquisitions logs in all serials received.

The work unit used by the Consultants is not valid. Book processing is roughly comparable between Yale, State and CIA, but subscriptions involve an immense load of receiving and dissemination in CIA which Yale and State do not have. University library branches and divisions receive subscription material as addressed by the publishers, with no intermediate handling by acquisitions personnel. State never sees the newspapers and periodicals which are addressed in the field posts, per State instruction, to all components of the State Department.

Continuing the Consultants' remarks, "Combining subscriptions and volumes, twenty-six (26) people processed 67,973 work units in Acquisitions Branch, which is equal to 2,614 work units per year... State is 4,764 units per year, or 82 percent more than in Acquisitions Branch."

The important factor to remember in evaluating all the above statements is that the Consultants reported on, for example, the State Department acquisitions program in terms of complete work-load. In using the figures for the Acquisitions Branch however, the 67,973 total reported as the entire work-load represents only the orders placed for CIA. If one follows the Consultants logically (admittedly a difficult task at times) then one must use the above figures for true work-load in the Acquisitions Branch. Twenty-six (26) people processed 1,765,772 items: this includes placing the orders for publications, receiving them and logging them in, and finally, routing them to hundreds of recipients with a specificity that could not be utilized outside of CIA because of security requirements. These requirements are no problem to Yale, and may be a fraction of one to the State Department.

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*Copy*In reply refer to
LR

May 10, 1957

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According to your request of May 9th, we are forwarding the following information on the Library Division's work rates. These figures reflect the situation during fiscal year 1956.

Acquisition:

A staff of 15; the operations cover selection, ordering, receiving, recording of serials, etc. Materials ordered and received consisted of the following:

1. Books and pamphlets:

a. Ordered 6,132
b. Gratis 27,519

2. Research documents 7,381

3. Periodical subscriptions:

a. Ordered 2,411
b. Gratis 8,950 (estimated) } 12,275

4. Newspapers 914

5. Microfilm reels 109

6. Foreign Service, etc. 18,052

Total 71,468

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— 12,275
59,193

15 171,468
4,764

- 2 -

The five positions on the serial record and the two on selection and receiving spent about 20% of their time (1.4 positions) on ordered materials and about 80% of their time on handling blanket order and gratis materials and on problems relating to service, such as routing, inquiries about serials, etc. Also, about two-thirds of the orders are not for the Library and are not received by the Library.

Cataloging:

The hourly rate of cataloging for all types of cataloging is 2.44 titles and 4.52 items. Since, however, this is a composite figure, we are also indicating the appropriate rates for each of the three types of cataloging, viz.

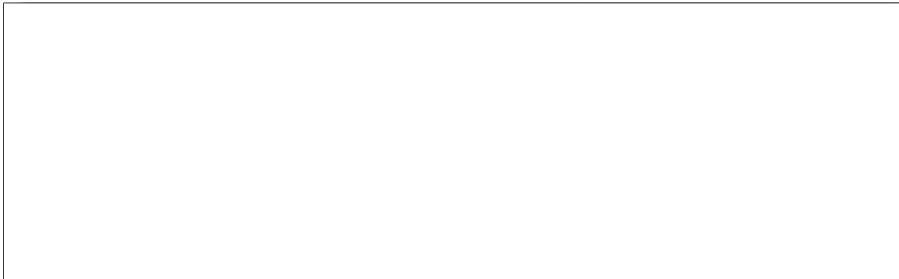
	<u>Titles</u>	<u>Items</u>
1. New or original cataloging.	1.78	2.24
2. Recataloging.	1.05	3.15
3. Additions cataloging.	<u>4.48</u>	<u>8.18</u>
Overall rate	2.44	4.52

Interlibrary Loan:

The interlibrary loan function is performed by one position, and the total transaction in FY-56 was 15,593 items. Of these, we borrowed 3,200 items and we lent 12,393 items.

Reference:

The reference staff consisted of 6 positions which handled a total of 36,532 reference requests in FY-1956.



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19. Integration of the work [] in the whole of the Acquisitions Branch should permit the handling of peak loads caused by crash situations without manning the unit for peak loads.

I. Validation.

Valid.

II. Comment

Concomitantly with the survey of the Branch by the Library Consultants, the Management Staff of the Agency at the request of OCR, was devising procedures and equipment to be installed in the Branch to provide for faster and more economical service. This management survey was concluded about the time the Library Consultants finished their project. As a result of the management survey, the [] has been dissolved and its acquisition and ordering elements added to the Foreign Section as the Special desk. The processing, dissemination and distribution functions [] have been added to the "line" operations of the newly organized Dissemination Section.

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Insofar as can be determined at this early date, the current reorganization will permit the handling of crash situations as they occur, and provided the occurrence of such situations does not become the regular method of operation, peak work loads in such situations can be met. (Applies to 103)

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20. Full utilization of the cash procedure is not made. An increase in the use of this procedure would result in a more economical and efficient operation.

I. Validation

Valid.

II. Comment

Fuller use, in all practical cases of cash procurement instead of other, more cumbersome procedures, would be undertaken were the Library not bound by certain restrictions. Requirements of law and the Federal Supply Schedule determine over 95% of the use made of written purchase orders (Forms 44, DA17, etc.). A list is attached showing items ordered in May, 1957 by purchase order, examination of which will prove that the items required are generally not available by cash errand to a bookstore, or are legally limited in the procedure available for Government procedure.

It is estimated that no more than 50 to 100 orders per month, in addition, can be thrown into the cash procurement operation. There is no limitation on where cash procurement can be effected, whether in Washington or New York. (See also 107)

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Attachment

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Orders procured by PURCHASE ORDER-INVOICE-VOUCHER for the month of May 1957

Copies-Title	Publisher	Publisher's address	Cost
1 ea. Chemical Engineering Catalog-Chemical Engineering Catalog-		430 Park Ave., N. Y. 22, N.Y.	15.00
1 ea. Research Services of the Harvard College Library-Harvard Univ. Lib.		Cambridge, Mass. (coin card)	.25
1 ea. Antibiotic Medicine & Clinical Therapy.-Kraus Periodicals, Inc.		16 E. 46th St., N.Y. 17,	36.00
(Volumes for 1955 & 1956)			
1 ea. Antibiotics & Chemotherapy.-	Kraus Periodicals, Inc.	16 E. 46th St., N.Y. 17,	47.70
(Volumes for 1955 & 1956)			
1 ea. ABC of the Telephone (Vols. 1, 2 & 3)-Frank E. Lee		1751 183rd St., Homewood, Illinois	5.20
2 ea. The Press in Africa-	Ruth Sloan Associate, Inc.	4200 Cathedral Ave., N.W., Wash, D.C.	15.00
1 ea. Noise Control-	American Institute of Physics	57 E. 55th St., N.Y. 22, N. Y.	2.00
1 ea. Photostat: N.Y. Herald Tribune-Library of Congress		Washington 25, D. C.	1.50
4 ea. Queens, N. Y. Telephone Direc.-Chesapeake & Potomac Tel. Co.		725-13th St., N.W., Wash., D.C.	10.00
(Alphabetic)			
4 ea. Queens, N. Y. Telephone Direc.-	"	" " " " " " " " " "	9.00
(Classified)			
4 ea. Phila., Pa. (Alpha) Tel. Direc.	"	" " " " " " " " " "	10.00
1 ea. Manhattan, N.Y. (Alpha) Tel. Direc.	"	" " " " " " " " " "	2.75
1 ea. Mercer County, N.J. Tel. Direc.	"	" " " " " " " " " "	1.50
(Alpha. & Cl.)			
3 ea. Passaic County, N. J. Tel. Direc.	"	" " " " " " " " " "	6.00
(Alpha. & Cl.)			
3 ea. Oakland, Alameda, Berkeley Tel. Direc.	"	" " " " " " " " " "	6.75
(Alpha. & Cl.)			
3 ea. Bergen County, N. J. (Alpha & Cl.)	"	" " " " " " " " " "	6.00
10 ea. Instructions for Operation & Care-Kohler Company		Kohler, Wisconsin	10.00
1 ea. Encyclopedia Britannica World Atlas-Encyclopedia Britannica, Inc.		425 N. Mich. Ave., Chicago, Ill.	25.00
1 ea. Webster's New International Dictionary-G. & C. Merriam Co.		47 Federal St., Springfield 2, Mass.	23.70

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Copies-Title	Publisher	Publisher's Address	Cost
8 ea. Introduction to Serbo-Croatian--	Nicholson Hall Bookstore-	Minneapolis 14, Minn.	36.00
1 ea. Microfilm: Traffic Quarterly-	Library of Congress-	Washington 25, D. C.	1.50
9 ea. Webster's Geographical Dictionary-	G. & C. Merriam Co.-	47 Federal St., Springfield, Mass.	45.50
15 ea. Rogets' International Thesaurus-	E. B. S., Inc. 3011 Ave. "K",	Brooklyn 10, N. Y.	49.50
1 ea. Copy of LC Author cards from main catalog.	Library of Congress-	Wash. 25, D. C.	20.00
1 ea. New Era in Eastern Europe, --Foreign Policy Assoc.-	345 E. 46th St.,	N.Y. 17, N. Y.	1.05
Population Explosion & Underdeveloped Lands			
100 ea. Radio Master, 22nd ed. -	United Catalog Publishers, Inc.-	60 Madison Ave., Hempstead, N.Y.	261.25
500 ea. Let's Go! On a Safe Vacation-	National Safety Council-	425 N. Michigan Ave., Chicago, Ill.	34.50
1 ea. California Law Review, Oct. '56 issue-	California Law Review-	Berkeley 4, Calif.	1.50
1 ea. Electronics (back issues)	Back Issues Corp.-	805 Mamaroneck Ave., Mamaroneck, N. Y.	8.75
4 ea. RCA Receiving Tube Manuals-	RCA Tube Div.,	Harrison, N. J.	2.08
1 ea. Webster's New International Dictionary-	G. & C. Merriam Co.-	47 Federal St., Springfield, Mass.	23.70
1 ea. Annual Statistical Report-	American Iron & Steel Institute-	350 5th Ave., N. Y., N. Y.	5.00
20 ea. The Reporter Magazine-	The Reporter-	136 E. 57th St., N.Y. 22, N.Y.	5.00
1 ea. Reports for Discussion-	U. S. Nat'l Committee on Irrigation-	P.O. Box 7826, Denver, Colorado	20.00
25 ea. Photography Directory & Buying Guide-	Popular Photography-	366 Madison Ave., N.Y. 17, N.Y.	25.00
1 ea. Lloyd's Maritime Atlas-	Maritime Assn. of Port of N.Y.-	80 Broad St., N.Y., N. Y.	4.00
100 ea. The ABC's of Radio-	General Electric Co.,	Bridgeport, Conn.	25.00
3 ea. Nucleonics (back issues)	McGraw-Hill Publishing Co.-	330 W. 42nd St., N.Y. 36, N. Y.	3.50
1 ea. Current Legal Forms-	Fallon Law Book Co., Inc.-	443 4th Ave., N. Y. 16, N. Y.	18.50

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Copies-Title	Publisher	Publishers Address	Cost
1 ea. Houston, Texas Tel. Direc.-Chesapeake & Potomac Tel. Co.-725-13th St., N.W., Wash., D. C.			1.50
1 ea. Bergen County, N. J. Tel. Direc. "	"	" "	2.00
1 ea. Middlesex County, N.J. Tel. Direc."	"	" "	1.50
1 ea. Mercer County, N. J. Tel. Direc. "	"	" "	1.50
1 ea. Atlanta, Ga. Tel. Direc. "	"	" "	2.25
1 ea. Winston-Salem, N.C. Tel. Direc. "	"	" "	1.00
1 ea. Newark, N. J. Tel. Direc. "	"	" "	2.00
1 ea. Anne Arundel County, Md. Tel. Direc.	2	" "	1.50
1 ea. Reading, Pa. Tel. Direc. "	"	" "	1.50
1 ea. New Orleans, La. Tel. Direc. "	"	" "	2.00
1 ea. Oakland, Calif. Tel. Direc. "	"	" "	1.25
1 ea. Philadelphia, Pa. Tel. Direc. "	"	" "	2.50
1 ea. Queens, N. Y. Tel., Direc. "	"	" "	2.50
1 ea. Charlottesville, Va. Tel. Direc. "	"	" "	.75
1 ea. Counterattck(Vols. 1-8) --American Business Consultants, Inc.-55 W. 42nd St., N.Y. 36, N.Y.			152.00
10 sets Munsell Book of Color & Charts-Munsell Color Co., Inc.-10 E. Franklin St. Baltimore, Md.			760.00
5 ea. Mapping for planning--Public Administration Service-1313 E. 60th St., Chicago 37, Illinois			7.50
1 ea. Microfilm: "Pravda" & Izvestia--The Midwest Inter-Library Center-5721 Cottage Grove Ave. Chicago, Illinois			31.30
1 ea. Complexity of Planning Petroleum Processing Plants-Technical & Commercial Translations. 2135 Spruce St., Phila, Pa.			37.50
1 ea. Clinical Examinations in Neurology--W. B. Saunders Co., West Wash. Square, Phila, Pa.			6.00
1 ea. Roentgen Signs in Clinical Diagnosis "	"	" "	16.00
1 ea. Basiks of Lettering-The Signs of the Times Publishing Co.-407 E. 8th St, Cincinnati, Ohio			6.00

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Copies-Title	Publisher	Publisher's Address	Cost
1 ea. Enlargement Prints: N.Y. Daily Worker-Library of Congress-Washington 25, D. C.			3.00
5 ea. Biographical Directory of the American Psychiatric Assn-R.R.Bowker Co.-62 W.45th St.N.Y.			87.50
2 ea. Audio-Visual Equipment Directory-National Audio-Visual Assn.,Inc.-2540 Eastwood Avenue		Evanston, Illinois	8.50
1 ea. Official Directors Register of Pittsburgh-Directory Publ. Co.,Pittsburgh,Pa.			30.00
1 ea. Russian-English Atomic Dictionary-Technical Dictionaries Co.,Box 144, N.Y. 31, N. Y.			12.00
1 ea. American Law Reports-Lawyers Co-operative Publ. Co.-4636 Garfield St.,N.W.,Wash. D. C.			35.25
1 ea. American Law Reports-	"	"	94.00
1 ea. U. S. Code Annotated- U. S. Code Publishers-1413 K St., N. W. Wash. 5, D. C.			132.00
1 ea. Encyclopaedia Britannica World Atlas-Encyclopaedia Britannica, Inc.-425 N. Mich. Ave.		Chicago 11, Ill.	25.00
1 ea. Proceedings of the 1957 Electronic Components Symposium-Engineering Publishers-		GPO Box 1151, N. Y. 1, N. Y.	4.00
1 ea. Microfilm: Canadian Journal of Physics-Library of Congress-Washington 25, D. C.			9.00
50 ea. Photofact Folder Set-Howard W. Sams Co.,Inc.-2201 E. 46th St, Indianapolis, Indiana			87.50
2 ea. Instruction Manual for Model SP-699 Radio Receiver-Hammarlund Mfg.Co.-460 W. 34th St.NY			10.00
1 ea. American Pocket Medical Dictionary -W.B.Saunders Co.-West Wash. Sq.,Phila.5,Pa.			2.81
1 ea. Engineering for paperwork Control-American Management Assn.,1515 Broadway N. Y. 36, NY			1.00
3 ea. Essential Characteristics-Silberne Radio & Electronic Co.-3400 Ga. Ave.,N.W.,Wash. D.C.			2.25
1 ea. Industrial Construction File-Sweet's Catalog Service-119 W. 40th St., N. Y. 18, N. Y.			40.00
1 ea. Plant Engineering Catalog File "			20.00
1 ea. Microfilm: Journal of the Royal Astronomical Society-Library of Congress,Wash. 25, D.C.			6.00
15 ea. Roget's International Thesaurus-E. B. S.,Inc.-3011 Ave."K",Brooklyn 10, N. Y.			49.50
2 ea. Annals of the American Academy of Political & Social Science-American Academy of			4.00
Political & Social Science-3937 Chestnut St., Phila. 4, Pa.			6.50
1 ea. PB 113862-Library of Congress-Washington 25, D. C.			

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Copies-Title	Publisher	Publishers Address	Cost
1 ea. 5 Steps to Effective Institutional Food Buying-Institutions Publ.-1801 Prairie Ave.		Chicago 16, Illinois	10.00
5 ea. Catalog C-3: Precision Microwave Ultramicrowave Eqpt.-De Mornay Bonardi Corp.		780 S. Arroyo Parkway, Pasadena, California	12.50
1 ea. Russian-English Atomic Dictionary-Technical Dictionaries Co.-Box 144, N.Y. 31, NY			12.00
1 ea. Electrical Engineering, 1954-1955-University Microfilms-Ann Arbor, Michigan			12.00
1 ea. Contemporary Review, 1953-54-55	"	" 2 "	7.50
1 ea. Catholic World	"	" "	12.60
1 ea. Business Week	"	" "	25.00
1 ea. Audio Engineering	"	" "	7.95
1 ea. American Political Science Review	"	" "	14.80
1 ea. American Mercury	"	" "	15.00
20 ea. Rand McNally Road Atlas-Rand McNally Co.-1104 Nat'l Press Bldg., Wash. 4, D. C.			19.00
1 ea. Webster's Dictionary of Synonyms-G. & C. Merriam Co.-47 Federal St., Springfield, Mass.			3.00
1 ea. Harvard Business Review-Harvard Graduate School of Business Admin.-Soldier's Field ,		Boston 63, Mass.	2.00
1 ea. Who's Who in America-Key Book Service, Inc.-4 Wash. Place, N. Y. 3, NY			16.48
1 ea. Company Investigations of Automatic Data Processing-Harvard Graduate School of Business Adm.		Boston 63, Mass.	3.00
1 ea. How Not to Run a Spy System-American Library Service-117 W. 48th St., N. Y. 19, NY			2.95
1 ea. Rand McNally Cosmopolitan World Atlas-Rand McNally & Co.-Nat'l Press Bldg. Wash., D. C.			8.00
8 ea. Electronic Guides & Electrical Guides-McGraw-Hill Publ. Co.-330 W. 42nd St., N.Y. 36, N.Y.			4.00
1 ea. Russian Translations-John Crerar Library-86 E. Randolph St., Chicago 1, Illinois			43.00
1 ea. Steel Office Furniture Comparative List-Stimpson Systems Co.-101 Pleasant St., Worcester, Mass.			7.50
6 ea. Sylvania Technical Manual-Sylvania Advertising Dept.-1100 Main St., Buffalo, N.Y.			12.00
1 ea. Instruction Manual for Model SP-600-Hammarlund Mfg. Co., Inc.-460 W. 34th St., N. Y. 1, NY			5.00
1 ea. The Press in Africa-Ruth Sloan Associates, Inc.-4200 Cathedral Ave., Wash. D. C.			7.50
1 ea. Glossary of Terms Relating to Rubber-American Society for Testing Materials-1916 Race St.		Phila. 3, Pa.	3.00

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Copies-Title	Publisher	Publisher's Address	Cost
1 ea. Webster's New International Dictionary-	G. & C. Merriam Co.-	47 Federal St., Springfield, Mass.	23.70
1 ea. Foreign Trade of Communist China-Univ. of Calif.-	Berkeley 4, Calif.		1.50
2 ea. Mechanical Research Report MR-280-Assn. of American Railroads-	59 E. Van Buren St., Chicago, Ill.		3.00
1 ea. Photostat: Energietechnik-Library of Congress,	Wash. 25, D. C.		2.70
4 ea. Instruction Manuals for latest series of Model 670-A-Kay Electric Co.-	14 Maple Ave. Pine Brook, N.J.		9.40
5 ea. Gregg Advanced Dictation Simplified & Gregg Dictation Simplified-McGraw-Hill Publ. Co.-	330 W. 42nd St., N. Y. 36, NY		12.50
1 ea. Annotated Code of Maryland-National Law Book Co.-	1110 13th St. N.W., Wash 5, D. C.		20.00
1000 ea. Your Retirement System- G.P.O., Washington 25, D. C.			200.00
1 ea. Anomalies & Curiosities of Medicine-Medical Research Press-	136 W. 52nd St., N.Y. 19, NY		12.50
1 ea. Handbook of Chemistry & Physics-Chemical Rubber Publ. Co.-	2310 Superior Ave., Cleveland, Ohio		9.00
1 ea. Annual Review of Physiology-Annual Reviews, Inc.-	Stanford, Calif.		7.00
1 ea. Electrical World, 1955 University Microfilms, Ann Arbor, Michigan			18.60
1 ea. Engineering News Record " " " "			20.00
1 ea. Electronics, 1955 " " " "			18.10
1 ea. U.S. Naval Institute Proceedings " " " "			16.05
40 ea. Special Report: Top Problem for U.S.-Business Week-	330 W. 42nd St., N.Y. 36, N. Y.		16.00
1 ea. Aviation Week, 1955 University Microfilms, Ann Arbor, Michigan			15.35
1 ea. Dept. of State Bulletin " " " "			6.25
1 ea. Economist, 1955 " " " "			4.20

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22. The procedure whereby user division funds are spent for the development of the OCR collections is impractical and cumbersome.

I. Validation

Valid.

II. Comment

Preliminary consultations involving the Special Assistant to the DD/I (Administration), the Chief, Administrative Staff, OCR and the Librarian are in progress to provide simplified procedures of budget justification and of obligating and liquidating funds. It is not generally the practice for "user division funds" to be involved; that happened only in FY57. In general, the funds are all OCR's (allotment #5609) and 142 different accounts are maintained and reported for budget-justification and quarterly progress information to 39 different requirements staff plus the Library. Since many persons in user divisions know of these subordinate accounts, a mistaken assumption that money available for their needs is spent from their project allotments may arise. OCR collections are developed by Library selections, producing expenditures from the accounts reserved to Library justification. Any development of OCR collections because of selections by user divisions is unsystematic and slight. (See also comments on 110).

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23. Economy-mindedness has resulted in wasteful operations in the development of the book budget.

I. Validation

Valid.

II. Comment.

When replies from almost all of the 39 non-Library spokesmen nearly exhaust the projected budget, Library development plans are deferred and scaled down. This has happened every year. When an analyst consents to economy in filling his requirements, it produces scheduled loans or multi-stop routings instead of direct dissemination. The labor involved in policing loans and multi-stop routings of newspapers and periodicals involves a waste often greater than the cost of duplicate subscriptions. The annual Notice regarding Budget Execution directs attention to economy and sets up barriers against increase of allotments. These matters are taken seriously in OCR and the consequence is that Library selects within severe limits. As pointed out in comments on 110, OCR is the defender of the CIA book budget. Cleaner, more economical budgetary procedures should result when the proposals in 110 and 111 have been put into effect.

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24. The Acquisitions Branch is engaged in activities which are duplicated in the Reference and Circulation Branches.

I. Validation

Not valid.

II. Comment

There are no duplicative activities here, but rather parallel activities. Because of skills developed over the years by personnel in Acquisitions Branch and the development and maintenance of special collections of and files of foreign language publications in many languages, it is a fact that the reference and circulation activities which are performed in Acquisitions are done there because they cannot be done by the personnel or developed from the collections in M Building. It is not true that a given requirement involving reference or circulation procedures is undertaken in [] M Building, and that the resultant effort is duplicated. It is rather a fact that a large proportion of requests for foreign language publications are passed to the Branch by Circulation Branch for identification, search and filling. Similarly, the number of analysts within the Agency as well as in other agencies who call the Branch on purely reference matters after having checked with the Reference Branch and having been directed [] is a voluminous and steady number. On matters relating to reference service and/or loan of foreign publications, the Branch does, after all, serve as the central point in Washington for information on publications received [] For the Branch not to discharge its responsibilities accordingly would mean a failure to carry out its assigned mission. (See also 65)

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25. The collection of 20,000 books and periodicals maintained by the Acquisitions Branch is a duplication of services rendered by the Circulation and Reference Branches.

I. Validation

Not valid.

II. Comment

Similar to the statement in 24, the term "duplication of services" is erroneous. The collection of books and periodicals in the [] collections is not held there solely out of consideration of lack of space in M Building. Under the terms of agreement laid down by the DD/I, Mr. Loftus E. Becker (cf. memo of 10 April 1953 addressed to AD/O and AD/CD), the following directive was implemented:

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"In order to carry out these assignments of responsibility (i.e., to implement NSCID-16), OCD will establish [] a Branch of the CIA Library which will function as the focal point of procurement, receipt and retention of foreign language publications in the Agency. The new Branch Library, though administered by OCD in order that its working procedures and output may be entirely compatible with those of the CIA Library and its other Branches, will have the main objective of being responsive to the particular needs of FDD for foreign language publications as those needs are developed under NSCID-16."

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There are good reasons, therefore, for a parallel of services. There is no duplication of services in this matter, since its management was initially and has been since effected with the full understanding of the Librarian and his staff. (Applies to 116).

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33. The workload in the Cataloging Section is low as compared to normal research libraries, and to a comparable library in the State Department which is also responsible for intelligence activities.

I. Validation

Not valid

II. Comment

In a "normal research library" it is unlikely that working conditions would be unsatisfactory, that the catalog section would be located one city block from the necessary working tools, and that the subject headings and classification system used would be in need of revision before they could be applied uniformly to books.

In terms of gross number of volumes handled, each person in the CIA Library Catalog Section adds an average of 1,816 volumes per person per year to the collections. Each person in the Library of Congress Processing Department adds an average of 917. In 1953, each full-time employee in the Michigan University Library Catalog Section -- and without regard to the share which might have been done by the "from 35-40 part-time employees" -- added 1,600 volumes.

In terms of titles given original, i.e., from scratch, cataloging, the Library of Congress average per professional employee is approximately 3.4 per day; the CIA Catalog Section average per professional employee is approximately 5.9 per day. The Yale University Library average is supposed to be 12 per day, but, of this figure, from 40 to 60% is handled by ordering Library of Congress printed cards--an operation usually done by clerks and requiring not more than five minutes per title. The average of original cataloging at Yale is actually somewhere between 4.8 and 7.2 per day per person.

In terms of title count, it should be pointed out that, unlike the practice in both Yale and the Library of Congress, a new edition of a title already possessed by the library is not counted as a new title in the CIA Library but only as an added volume. To make minor changes, e.g., to change the date in the imprint and the pagination in the collation, is not thought of here as really original cataloging. Furthermore, individual cataloging of items is not done if it is possible to give a better unity to the items by cataloging them as a set. The individual parts are then indicated by means of contents notes or by references to standard bibliographical guides. For example, the French Ministry of Foreign Affairs Documents diplomatiques counts as 83 titles in the Library of Congress Catalog. These 83 parts, plus 18 which the Library of Congress had not cataloged, were detailed in a carefully compiled list of contents by title. 101 titles plus one for the index became 2 titles in the CIA Library catalog, e.g., rather than a title

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count which would read: 1 cataloger, 2 days, 102 titles, for an average of 51 titles per day, the record in the CIA Catalog Section reads, 1 cataloger, 2 days, 2 titles, for an average of 1 title per day.

The Catalog Section of the Department of State Library, since the catalogers give both descriptive and subject cataloging to new titles, and since the size of the section and the number of volumes handled are almost similar, gives a good basis of comparison for the CIA Library Catalog Section statistics. All the figures given below are for Fiscal 1956.

Department of State	CIA
Personnel	
Chief 1	Chief 1
Tech. Sup. 1	Reviser 1
Catalogers 10	Catalogers 9
Library Ass't 6	Library Ass't 6
Total 18	Total 17
Titles given original cataloging	
14,103	12,972
Titles per cataloger per year	
1410.3	1441.3
Rate of original cataloging per hour	
.82	.84
Rate of original cataloging per day	
6.6	6.7
Added volumes and copies	
8,661	15,860
Rate of addition per person per year	
481.1	932.9
Re-cataloging (and de-cataloging, discarding, etc.)	
3,057	3,027
Total items handled	
25,821	31,859
Total items handled per person per year	
1,264.6	1,696

Therefore, on the basis of these figures the performance of the CIA Library Catalog Section can not be considered low in relation to "a comparable library in the State Department which is also responsible for intelligence activities." The bald fact is, on the basis of comparative working conditions, nearness to Cataloging tools, and the ease of use of the Library of Congress subject headings and classification system, the CIA Library Cataloging Section is superior to the Department of State Catalog Section.

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34. Under satisfactory working conditions, the Catalog Section could be reduced by 50 to 60%, or could handle 50 to 60% more work.

I. Validation

Valid.

II. Comment

Space allocations are not under the control of the CIA Library, nor can it do much about the poor lighting, inadequate ventilation, and crowded, double-purpose working space. As for the lack of two sets of expensive cataloging tools--many of which are also reference tools-- it can be explained in terms of the CIA's intent to consolidate into one building sometime in the future. To bring the Catalog Section close to the general collection of books and to the specialized cataloging-reference tools in the Reference Branch would require a wholesale reshuffling of many sections in OCR and ORR. Furthermore, many of the other deficiencies in the Catalog Section can also be traced to factors equally beyond its control, e.g., IBM card catalog cards, machine processing, the ISC, and the obligation to process books ordered by and for individual analysts within 24 hours. If the Catalog Section could obtain Library of Congress printed cards for 40% of its titles, and obtain them quickly, the total working time could be reduced from 20 to 30% or the Section could handle from 20 to 30% more work. However, based on past experience, Library of Congress printed cards can not be obtained quickly enough to produce any such results. An earlier attempt to work with Library of Congress printed cards in the CIA Library had to be abandoned.

Copying the Library of Congress cataloging data and reproducing cards internally in the CIA would not result in any such large increase in future production, if rapid transmittal to analysts were still required. In a recent survey, 53.8% of books in English published between 1947 and 1957 were not available in the Library of Congress catalog; 65.5% of books in Russian published in 1955 and 1956 were not available; and 82.3% of books in French, German, and Portuguese published between 1951 and 1957 were not available. For books published before 1941, the percentage of books which could not be found in the Library of Congress falls to 10% for books in English and 64.2% for books in French and German. (No statistics are available for Russian books published earlier than 1955.)

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35. Cataloging is handicapped by the location of the Section and its relations to necessary tools.

I. Validation

Valid.

II. Comment

That the Catalog Section should be located one city block from the general collection of books and the specialized cataloging-reference tools in the Reference Branch was a decision beyond the control of the CIA Library. To duplicate the cataloging-reference tools would be extremely expensive and the CIA Library would eventually have two sets of these tools when only one would be necessary; to move the Catalog Section closer to these tools is a possibility.

The Catalog Section can handle books published since 1947 much more expeditiously and cheaply than those books published before 1944. For example, the time to catalog an anonymous French publication issued in the year VIII of the first French republic is doubled if the cataloger has to walk two city blocks and examine the few publications available in CIA which are concerned with books published before the twentieth century. If the cataloger must then make a six-mile round-trip to the Library of Congress to examine the proper French biographical and bibliographical tools in order to determine the names of the persons engaged in intelligence operations in the Paris of the 18th century, the cataloging time will be eight times greater than if the book were a relatively simple book in Russian on the micro-fauna of the Donbas Basin.

A solution might be to relieve the Catalog Section of the necessity of processing any book published before 1944, but such a policy decision would make the task of assembling and organizing a treaty collection (as directed by the DDI) more complicated and of placating curators of special collections (such as HIC) impossible.

III. Proposal

Consideration should be given to the possibility of moving the Catalog Section closer to the book collections and reference tools. For example, the present Reading Room in M Bldg. might be moved to 350-26th Street in the space now occupied by the Catalog Section. This Section in turn would move into M Building. (see 119) The Reading Room facilities would include only current newspapers and periodicals, and would be staffed by a junior person. This shift would achieve economies and improve the quality of cataloging. Administratively the Catalog Section would become a part of the Reference Branch.



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36. There is inconsistency in the classification of books.

I. Validation

Valid.

II. Comment

This is true in most cases where the intellectual process of determining the major subjects of a book (classification) is done by more than one person. No two people either think or interpret other's thinking alike. The Intelligence Subject Code was designed to be a system of subject headings for documents. When the attempt of the CIA Library to process books by means of Library of Congress printed cards failed (see 34), the ISC was adopted in order to have all the materials processed by the CIA Library subject-indexed in the same manner. Its deficiencies as a classification system were not immediately evident. As the ISC was expanded and changed to meet more and more specialized demands of the users, it became a poorer classification system for books. At the present time, the ISC is used by the Document Division for subjects never used for books, by the Document Division and the Catalog Section for subjects common to books and documents, by the Catalog Section for subjects foreign to documents, and finally as the classification system for books. Furthermore, since books are not documents, the Catalog Section has certain interpretations of some codes and sections of the ISC which are not the same interpretations used by the Document Division. This does lead to inconsistency.

As in any good library, so in the CIA Library there is constant liaison between the catalogers who arrange the books in the system and the reference librarians who pull them out of the system. Inconsistencies, when found, are brought to the attention of the catalogers by the reference librarians. This is a continuing, healthy program.

III. Proposal

The Intelligence Subject Code is being revised and re-examined by OCR. During the course of this study, the Chief of the Catalog Section will be consulted.

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37. The cost of cataloging, per title, is excessive compared to normal research libraries.

I. Validation

Not valid.

II. Comment

The cost of cataloging, per title, is less in the CIA than at the Department of State. Furthermore, since 40 to 60% of the titles cataloged at such normal research libraries as Yale are handled by means of Library of Congress printed cards, their cataloging costs are automatically from 35 to 55% lower than the cost at the CIA since the CIA cannot wait for another library to do the cataloging some days, weeks, or months after the title has been obtained to meet the need of an analyst. (see also 33)

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38. The number of copies of catalog cards per title produced and disseminated is excessive as compared to normal research libraries.

I. Validation

Valid.

II. Comment

No small number of the cards are prepared because of directives beyond the control of the CIA Library, e.g., cards for the collection in the DCI's office, cards for such special collections as the Historical Intelligence Collection and the Office of Training Library, and cards issued in such numbers as is necessary for the purposes of Machine Division.

Four branches of the CIA Library are so distant from the main catalog--one is over five miles away--that the distance militates against any possible reference searches or circulation controls to be gained from the use of the main catalog. The total number of these cards will dwindle when these branches disappear as a result of the new agency building.

Other cards are disseminated to a limited number of offices in lieu of--and at a much less cost than--an accessions list, e.g., the Library of Congress, ORR Chinese branch, OCR/SR, etc. (see also [redacted] comments on 71)

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39. The present ISC cannot be applied uniformly to the classification of books and must be revised.

(see 36)

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40. The Information Unit is grossly overstaffed for the current work-load.
41. Three-fourths or more of the work done... is routine reference work of the type done in normal non-intelligence research libraries.
42. The total amount of service given is very low in relation to the number of analysts served and the nature of their work.

I. Validation

40. See II below

41. Or may be more. Sherman Kent in Strategic Intelligence (p.215) says "you study the current published technical literature, or you read the foreign press...some intelligence devotees have said that you can find out by overt means some 90 or more per cent of what you must know."

II. Comment

The report compares the productivity of the Reference Branch with that of the reference librarians at USDA. This is not a fair comparison, since at Agriculture the reference staff obtains the answers to its requests from the collections of Agriculture, while CIA uses the collections of State, Library of Congress, Pan American Union, etc. together with the voluminous documentary resources of CIA.

There are other points of dissimilarity to Agriculture:

1. It takes 6 - 8 months to get a person after he is recruited. Thus CIA Library never dares run at just adequate strength.
2. The Reference Branch never refuses a request because it is too time consuming.
3. CIA Library does share the burden. Since the first of the year Reference Branch has supplied one librarian to Branch I during periods of illness and vacation of the regular staff. This has amounted to 12 weeks.
4. The Reference Branch often works under pressure, when every available person is working on different phases of the same project.

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The report states that much is made of other duties, but dismisses them as of little importance. Taking its figure of 167 man months it should subtract 15 months for sick and annual leave, 8 months for training, 12 months supervisory time. This brings the questions per man month up to 115. Then the report says that type 4 questions (more than 2 hours) are handled almost exclusively by the bibliographers. Of the 22 type 4 questions in March, 1957, only 8 are chargeable as bibliographies. In the past week these three requests have been handled by the junior information librarians:

1. On a difficult machine run at least one-half hour was spent coding, another half hour was spent consulting with Machine Division; while the librarian spent five hours scanning the cards to choose those to be included in the tape.
2. On a request for crew lists for 20 Polish ships, the librarian screened 200 cards and found all 20 lists.
3. An analyst needed twenty 1952 State despatches on an expedite basis. The despatches are on C reel, or 35mm film. The librarian offered to meet with the man, discuss his problem, then read the film, pick out documents pertinent to his request, mark them for reproduction and take the reels to the DD/P. This took one full morning.

Each of the above examples will count, on the statistics, as one question.

Among the other duties of the reference librarians are maintenance of the Plans Collection, the telephone directories, the treaty collection, the reference shelf list, and the basic catalog; supervision of the visible file of Library periodical subscriptions; reading foreign bibliographies for selection; keeping the reference book shelves in order; and manning the Information Desk. This last poses a problem in that if the librarian on duty appears too busy the analyst hesitates to approach, if he is not doing anything, or is reading a magazine, the obvious inference is he has nothing to do.

Item 42 is also a hard one. At a recent OSI briefing one Branch Chief made the assertion that his analysts didn't come to the Library because they didn't know anything about it and didn't want to learn. This is not an uncommon attitude in other government agencies.

III. Proposal

Less emphasis should be placed on numbers of questions answered and more emphasis on increased service, as in the 3 examples above.

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III. b.

Consent to Cards

Rec # 34 (in part), 35

28 October 1957

MEMORANDUM FOR: Assistant Director, CR

SUBJECT: Improvement in Main CIA Library Catalog of Books

1. Problem: To make the main CIA Library catalog of books more usable.
2. Background: The subject and area portion of the main CIA Library catalog of books is at present housed horizontally in drawers. There are very few guide cards to the subjects, since both the inter-filing of new cards and the preparation of book-tapes has been handled by the Machine Division.
3. Proposal:
 - a) That the subject and area files of the main CIA Library catalog of books be placed vertically in safety-stack drawers. (See attached memorandum from Chief, Catalog Section).
 - b) That appropriate guide cards be prepared to indicate major subject headings.
 - c) That Machine Division no longer inter-file into this catalog mechanically, but that the Catalog Section, CIA Library, file into the subject and area catalog manually.
 - d) That the Machine Division continue to reproduce book-tapes as requested by the Reference Branch, CIA Library.

STAT

Concur - 30 Oct 57

CIA Librarian

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cc: Machine Division
Chief, Ref. Br./Ly.
Chief, Acq. Br./Ly.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

4 October 1957

To : CIA Librarian. *MB*

Subject: Subject and area catalogs.

1. It is recommended that the subject and area catalogs in the Reference Branch be placed in safety-stack drawers. The catalogs now occupy 126 horizontal drawers, 24" deep, which take 11 linear feet of floor space. Available for exchange in the Circulation Branch is a section of 192 drawers of safety-stack, 24" deep, which will take 10.5 linear feet of floor space. Even if the top row of 32 drawers is not used because it is approximately 5' from the floor, there will be 34 drawers, or 27% of the existing drawer space, available for expansion.

2. It is believed that the catalogs will be more accessible to the analysts and more easily usable if the cards are in vertical rather than horizontal drawers. The Catalog Section will then provide as many guide cards, giving the ISC meaning of the codes, e.g., 114.7 (Communist front groups), 80M/6 (Yugoslavia), as will be necessary to make the card files an easily usable classified subject and area catalog. It is also believed that moving the present card index to the ISC closer to the area and subject files would facilitate the analysts in using the files.

3. The Catalog Section will try to file the subject and area cards manually. In this way, the entire contents of the files will keep pace with the filing into the author-title catalog. However, it is necessary to point out that provision may be necessary to establish an additional slot in the Catalog Section T/O as 80,000 to 100,000 cards are added annually to the subject and area files. If the Catalog Section must continue to provide some service to its catalog after it is transferred to the Barton Branch, the area and subject card filing will be in addition to rather than in lieu of the card filing presently done by the Section.

4. It is hoped that provision can be made some day to transfer the present author-title catalog to a different type of drawer. The drawers currently used are designed for a full-length IBM card, whereas the cataloging information on the card can not be typed on more than 4 1/2" of the total 7 3/8" card. If the cards could be cut off to be 4 1/2" or 5" in length, 4 rows of drawers could be placed in the space now occupied by 3.

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Chief, Catalog Section
Acquisitions Branch

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24 October 1957

PROBLEM: How much and in what way should CIA Library be guided in the selection of books to be added to its collection.

BACKGROUND: The CIA Library selection policy has been to collect material in the following broad categories:

1. The USSR and satellites
2. International Communism and the Communist Party
3. Intelligence methods and history (now the responsibility of the Historical Intelligence Collection)
4. Areas of the world other than 1. above (significant studies and background material only)
5. CIA subject responsibilities: economics, science, etc. (See attached memorandum from Selection Section for more detailed discussion)

PROPOSAL:

- a) That comments on selection policy be solicited from Agency components.
- b) That subject specialists be designated to act as library consultants in their respective fields. (See attached draft of suggested memorandum to appropriate offices)

CIA INTERNAL USE ONLY

15 October 1957

MEMORANDUM FOR: Deputy Assistant Director, CR

SUBJECT: Cataloging Problems Requiring Policy Decision

1. Attached hereto are two proposals that have been the basis of some discussion in the Library. They were prepared [redacted] The memorandum of 4 October is primarily one of procedure: paragraphs 1 and 2 can go into effect as soon as practical. Paragraph 3 is a warning to me that help may be required. Paragraph 4 will be delayed. There are some objections to the 3x5", short IBM card: harder to handle vertically, no holes in them for threading onto drawer rods, etc.

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2. The 8 October memo [redacted] explains the pros and cons of the Intelligence Subject Code versus the Library of Congress system of subject cataloging. It is my recommendation that we continue to use the Intelligence Subject Code for our classification of books because it reflects the needs of intelligence most closely. If the current review of the ISC results in an extremely complicated, out-size list of headings we may reconsider. I am impressed by the fact that [redacted] recently ran a machine listing of the ISC headings he used for books and estimated that he has utilized about 75%.

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3. Any revision of the Intelligence Subject Code will require recataloging portions of our collection. It is good economy to consider revising the area cataloging at the same time revisions are made to the subject cataloging. When the ISC revision is adopted, we will revise our cataloging both subject and area-wise, working closely with Selection staff to review materials that may be obsolete. This will take time, but it would result in a more efficiently arranged catalog and collection.

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4. The move of the Catalog Section to M Bldg. soon, together with approval of the points raised in this memorandum will cover most of the following recommendations in the Library Consultants' Survey: 33 - 39

[redacted]
Librarian

STAT

Attachments: (3)

cc: Circulation
Acquisitions
Reference

CIA INTERNAL USE ONLY

8 October 1957

To : CIA Librarian

Subject : The ISC revisions and their possible effect on book cataloging.

1. It is believed that, as far as the cataloging of books is concerned, consideration should be given at this time to a shift from the ISC to the Library of Congress system of classification and subject-headings.

2. The ISC is currently being examined by an ADHIP committee for the purpose of revision; the Army Map Service area code has been so examined by another committee and will be replaced and/or supplemented with a new area code. If the Catalog Section is to profit from the new area code, which is a much-desired improvement on the AMS code, it should begin to use the new code when cataloging books. However, to use the new area code would require that the Section would also be forced to re-catalog the entire holdings of approximately 79,000 titles and to re-label that portion of the total CIA Library's holdings of 172,447 volumes which is on the shelves rather than on loan. If the revision of the ISC should be substantial, even if the Catalog Section continues to use the AMS area code, a large percentage of the CIA Library's holdings will have to be re-cataloged and re-classified in order to keep abreast of the Document Division practices.

3. Advantages and disadvantages of the ISC and Library of Congress systems are:

a. Advantages of the ISC:

1. The ISC was specifically designed to cover the topics with which the Agency is concerned.
2. Books and documents are subject-headed by the same system.
3. The index to the ISC is, in effect, the key to two different catalogs: the subject and area files for documents and the subject and area files for books. Both files are thus joined into one subject and area catalog for the entire processed collections of the CIA Library and the Document Division.
4. Tape-runs can be made to provide analysts with a bibliography in a relatively inexpensive manner which does not involve typing copies of catalog cards or preparing bibliographical lists in different formats.

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b. Disadvantages of the ISC:

1. The ISC is a classified list of subject headings for documents, and as such is awkward as a classification system for books. The fundamental difference in the coding of documents and books is that books on similar subjects should be placed physically adjacent to each other, whereas documents are kept in the numerical order of accession. No check is necessary before using a code for a document, whereas the codes used in the past for other books must be compared for every new book.
2. As far as can be ascertained, no documents are ever received for such sweeping topics as "The conflict between East and West", "Taxes and fiscal policy in underdeveloped countries [as a source for funds for development]", etc. In order to cram what is a purely book subject into a document code, the ISC is often bent and twisted, and either additional codes are added in gross to indicate significant subjects or one amorphous general code is used. The Catalog Section has developed a whole set of ad hoc interpretations for certain codes which are not at all in complete agreement with the interpretations of the codes as used by Document Division.
3. Since the Catalog Section groups books by continent and then by country, it can not use related areas and it can not indicate bloc groupings such as the Arab League or the Satellite Bloc of Eastern Europe.

c. Advantages of the Library of Congress systems:

1. The LC classification system was designed specifically for books. While it has its own internal weaknesses, e.g., rifles in US, SK, and VB, its use would eliminate much of the present difficulties brought about by forcing specifically book subjects into a document code.
2. The LC subject-heading list is an alphabetic word and/or phrase index to the subjects covered by the books in a collection. Its straightforward alphabetic nature seems easier to understand than a coded numerical listing.
3. It should not be difficult to work out a system of photographic duplication so that a bibliography of the catalog cards could be prepared easily for an analyst.

d. Disadvantages of the LC systems:

1. The LC subject-heading list is a straightforward word and/or phrase list, and, by its very nature, creates a wide separation of like subjects and seeming sub-

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- divisions, e.g., Unemployment benefits and Supplemental Unemployment Benefits; Electronic data processing and Information storage and retrieval systems.
2. LC cards are not available at the time that the Catalog Section is processing the books for 45 to 55% of recent books in English, 65 to 85% of recent books in Russian, and 75 to 80% of recent books in French, German, etc. However, the percentage of titles which are available would reduce the original cataloging load of the Section by 10 to 15%.
 3. LC cards for books in Cyrillic languages are printed in Cyrillic characters and are transliterated by the LC system rather than the BGN system used by the CIA. To have cards for Russian books which would be uniform in appearance, the Catalog Section would either have to use a Russian typewriter for the books in Russian which it would give original cataloging or not use the available LC cards in Cyrillic characters. Any attempt to change LC transliteration into BGN transliteration without reference to the books themselves would be impossible, e.g., "ia" can appear in the BGN as well as in the LC transliteration, and no rule could be established to change all LC "ia's" into "ya's."
 4. The LC systems are deficient in certain areas important to the Agency, e.g., communism, intelligence, security, etc. The LC system of classification and the list of subject-headings would require some re-working before they could be as suitable as the ISC. Area breakdowns can not be used with every subject listed in the LC subject-heading list. Furthermore, certain subjects would be meaningless if reversed, e.g., Russia--Statistics and Statistics--Russia are two entirely different concepts and to use and/or reverse both subject headings would make logical nonsense. As a result, there can not be a complete area catalog.

4. If the revision of the ISC results in a code skewed more to the requirements of the other IAC agencies and the needs of their documents and less to the cataloging of books--since the CIA is the only agency which uses the ISC for book cataloging--a shift should be made to the LC systems of classification and subject-headings. If the revision of the ISC results in a code which can be utilized more effectively and efficiently for the cataloging of books, the ISC should continue to be used. One standard system for both books and documents has advantages which would be lost by shifting book cataloging to the LC systems. Furthermore, any revision of the LC classification system and subject-heading list to provide for those subjects of peculiar interest to the CIA, e.g., communism, intelligence, security, etc.,

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which are adequately covered only by the ISC, would have an unsuspected effect. Customarily, since using LC cards involves almost complete acceptance of the bibliographic detail as given, e.g., the descriptive cataloging, the classification, the subjects, and the added-entries, the work of processing those books for which there are LC cards is done by clerks rather than by catalogers and there is thus a substantial economy in the cost of cataloging. If each LC card must be scrutinized, the classification altered, and the subjects replaced by others from the CIA special subject-heading list, the work can be done only by professional catalogers. It would often be cheaper to ignore the LC cards and do original cataloging for the book. Furthermore, in addition to the large percentage of recent books for which no LC cards are available at the time the Catalog Section is processing them, no LC cards are available for classified materials or for large blocs of commercial directories, etc. Cards for older, as well as serial, Russian materials present the special problem of handling Cyrillic type-face and differing systems of transliteration, as well as the additional problem of providing a translation of the title into English--a job which no typist could be expected to do.

STAT

[Redacted]
Chief, Catalog Section
Acquisitions Branch

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4 October 1957

To : CIA Librarian.

Subject: Subject and area catalogs.

1. It is recommended that the subject and area catalogs in the Reference Branch be placed in safety-stack drawers. The catalogs now occupy 126 horizontal drawers, 24" deep, which take 11 linear feet of floor space. Available for exchange in the Circulation Branch is a section of 192 drawers of safety-stack, 24" deep, which will take 10.5 linear feet of floor space. Even if the top row of 32 drawers is not used because it is approximately 5' from the floor, there will be 34 drawers, or 27% of the existing drawer space, available for expansion.

2. It is believed that the catalogs will be more accessible to the analysts and more easily usable if the cards are in vertical rather than horizontal drawers. The Catalog Section will then provide as many guide cards, giving the ISC meaning of the codes, e.g., 114.7 (Communist front groups), 80M/6 (Yugoslavia), as will be necessary to make the card files an easily usable classified subject and area catalog. It is also believed that moving the present card index to the ISC closer to the area and subject files would facilitate the analysts in using the files.

3. The Catalog Section will try to file the subject and area cards manually. In this way, the entire contents of the files will keep pace with the filing into the author-title catalog. However, it is necessary to point out that provision may be necessary to establish an additional slot in the Catalog Section T/O as 80,000 to 100,000 cards are added annually to the subject and area files. If the Catalog Section must continue to provide some service to its catalog after it is transferred to the Barton Branch, the area and subject card filing will be in addition to rather than in lieu of the card filing presently done by the Section.

4. It is hoped that provision can be made some day to transfer the present author-title catalog to a different type of drawer. The drawers currently used are designed for a full-length IBM card, whereas the cataloging information on the card can not be typed on more than 4 1/2" of the total 7 3/8" card. If the cards could be cut off to be 4 1/2" or 5" in length, 4 rows of drawers could be placed in the space now occupied by 3.

STAT

Chief, Catalog Section
Acquisitions Branch

CIA INTERNAL USE ONLY

40-II-3

STANDARD FORM NO. 64

Office Memorandum • UNITED STATES GOVERNMENT

TO : CIA Librarian

DATE: 31 May 1957

FROM : Chief, Reference Branch

SUBJECT: Screening of documents as part of Intellofax service.

25X1

1. Attached is a memo to me on this subject.

2. I believe that where the analyst is willing to delegate the responsibility for screening documents, and is able to define his subject accurately enough for the librarian to be able to do the work satisfactorily, the Library must provide this service.

28 May 1957

MEMORANDUM FOR: Chief, Reference Branch

25X1

FROM:

SUBJECT: Screening of documents as part of Intellofax service

1. A recent occurrence warrants this memorandum, inasmuch as a policy decision may be required concerning the extent of service provided by Reference Branch. The facts underlying the problem are as follows:

- a) A requester, charged with the responsibility of turning out a policy report on the Moslem world, requested an intellofax run on "Moslem leaders and organizations in which Moslems participate." Machine run No. 594 serviced this request, and turned up 492 references.
 - b) Requester edited his tape and requested documents via Branch One Library. He received retention copies of recent documents, but only microfilm reels for older material. This is standard operating procedure for Circulation Branch, because the older material is often lengthy, and costs 15¢ per page to reproduce. Preliminary screening keeps cost down.
 - c) Requester abandoned preliminary screening, stating it would take time that had to be devoted to writing the report itself. Branch One Library would not undertake the screening because of shortage of personnel.
 - d) Requester asked Reference Branch to screen the material. Reference Branch undertook the task. The Branch sent a librarian to discuss requester's requirements, and the librarian then viewed the documents for the requester.
2. A total of forty-six documents were screened by the Reference librarian. These 46 documents are contained in ten separate reels. Total screening time was four hours and fifteen minutes. Ten documents were rejected, either because they were illegible, could not be located, or were not pertinent.
3. If Reference Branch decides to provide this service on a regular basis, the responsibility for screening will probably devolve on the librarian who makes the intellofax run. It should be borne in mind that such screening will greatly increase the workload of each librarian.
4. If it is considered inadvisable for Reference to provide such service, the following may help solve the problem. Circulation Branch might automatically reproduce documents of four pages or less; for longer documents, they might automatically reproduce the cover sheet, or table of contents, for transmittal to the requester.

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43. There is too much use of untrained staff for work requiring professional competence.

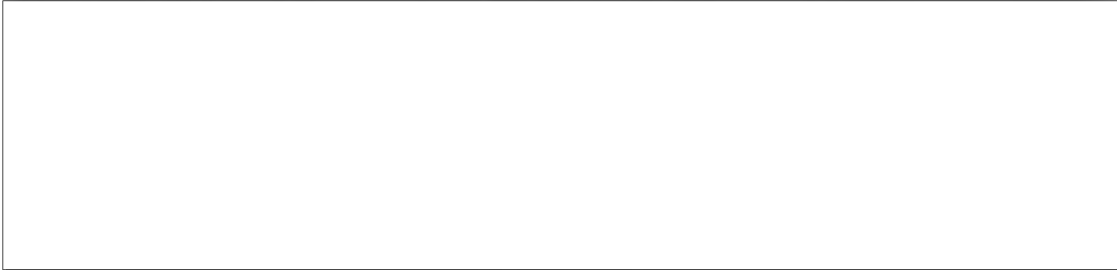
I. Validation

Valid in part.

II. Comment

There are at present twenty people in the Reference Branch. Three are subprofessional and do not have library training. The Selection Officer, her assistant, and the Branch Chief have library degrees. Of the remaining 14, all members of the Information Section, six have degrees in Library Science; one has a BA with a major in Library Science, and the remaining seven do not have formal library training.

The Chief of the Section has had twenty years of library experience, including eleven years at the Library of Congress, where she was senior cataloger and reviser of foreign legal and official publications.



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The remaining three junior librarians have either worked for some time in various libraries or have majored in political science.

III. Proposal

It is admitted that library school training is highly desirable and a vigorous recruitment program is now under way. However, librarians are hard to come by and industry can and does make more attractive offers than the Government can. Next in importance to library degrees are knowledge of the resources of other libraries, subject and language specialities, and familiarity with intelligence operations, and people with these qualifications are the ones the Library tries to attract.

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44. The tools available to the Information Staff are inferior to those available in most reference libraries.

I. VALIDATION

Valid in part.

II. COMMENT

The report lists a number of reference tools which are lacking in the CIA Library. They (the Consultants) requested a list of titles the Reference Branch would like to have, without regard to money, space limitations, or availability. Many of the items on the list are out-of-print, or otherwise not available. It is true that many older items are missing; this is owing, in part, to the comparative youth of the CIA Library; in part, to a deliberate decision not to purchase expensive items. Anything costing over \$100 must be approved by the Librarian; a few things it has been felt we could do without. However, this library does have the resources of the other government libraries to turn to -- this makes research time-consuming, but not impossible.

The subject card catalog is admittedly not perfect (see comments on 40).

III. PROPOSAL

That the Library Selection Section continue to file desiderata with the United States Book Exchange (this is done approximately once a month) and that the purchase of back issues of periodicals on film be continued.

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45. Analysts must maintain personal files on a large scale because library service is poor and not dependable.

I. Validation

See II below.

II. Comment

A question is raised concerning the use of the word "must" and the reason for the analysts maintaining personal files. This is characteristic of analysts, as was demonstrated recently in the speeches at the Symposium on Systems of Information Retrieval at Western Reserve University.

Furthermore, the analysts themselves are responsible in some measure for the Library's inability to provide material. In the past month the Selection Officer received four documents from an OCI office. These items were plainly marked "RETURN TO CIA LIBRARY". They were dated 1951 and 1952. At least one was not on film, which means that for five years the Agency's only copy was nestling in someone's safe. It is not uncommon for V items (those documents kept in hard copy, and routed) to be on routing for a year or more -- during this time they cannot be cataloged, and while they can be retrieved, the procedure is time-consuming.

III. Proposal

The present system makes the Library's files complete in so far as documents are filmable. A rule that one copy of all material, including single copy documents not suitable for filming, be deposited in the Library, would make retrieval more certain. (See also comments on 80).

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46. The analyst must go to many places to get the information that is available. He generally does not do that, so he may not be using all the information available to him in the Agency.
47. There is wasteful duplication among the various sources of information in the Agency.

I. Validation

Valid in part

II. Comment

It is true that the analyst must go to many places to get the information that is available. If he neglects all possible sources the fault is not necessarily in the system. No one doing a serious research job should expect to have all information neatly packaged for him.

There is duplication among the various sources of information in that the topics treated may be the same in a register as in the Library. However, the approach is completely different. For instance, general biographic information is housed in the Library, but Biographic Register pulls out bits and pieces from many sources to build a dossier on a man who is an economist or a scientist. Much of the same material may be stored in both places, but in the registers the material has been sifted and correlated; the preliminary work is already done for the analyst. Furthermore, this is a continuing process. No one would expect such a service from a Library.

The Library concentrates on a subject approach and cannot be expected to index every person, every plant, every international organization, by name whenever it appears. The registers can and do. The various information sources complement each other; for example, Industrial Register called on the Library for help in establishing the site of a statue in Russia -- this located an installation mentioned in a trip report.

Every reference librarian accepts the responsibility of alerting the analyst to sources of additional information on his topic. The serious researcher will welcome the opportunity to check and cross check his facts.

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48. The card catalogs are bulky, inefficient, and are badly maintained.

I. Validation

Valid.

II. Comment

All card catalogs are bulky, inefficient, and are badly maintained--see any of the many discussions of this problem in the proceedings of any meeting of librarians.

The author-title-added entry catalog is bulkier by one-third than it might be because it contains a specific card for each title in the CIA Library. However, if these cards were removed, there would be an enormous increase in the time it would take a requestor to find a book when he did not remember the exact name of the author or the exact Russian ministry which had issued it. The catalog could be further reduced one-third in size if added-entry cards were removed. However, it would then be impossible to find any other source which would list in one file all the books in the CIA Library on many diverse subjects which had been issued, for example, under the aegis of the Akademiya Nauk SSSR. As another way to reduce the catalog by one-third, all the author cards could be removed, but the task of finding a book when the title is not remembered exactly word-for-word and there are no author cards is a rather time-consuming one.

The subject catalog reflects the strengths and weaknesses of the ISC--and be judged only in relation to it. It should be remembered, however, that no subject catalog is completely efficient, especially word-and-phrase subject catalogs--see May Hardy's brilliant evaluation of the Library of Congress Subject Catalog. (Library Quarterly, XXII, January, 1952, p. 40-80)

The area file is unique--there is no other similar catalog in the world. It seems impossible to evaluate it except as it answers one of the peculiar requirements of this agency.

Maintenance of catalogs is an ever-present and much discussed problem. No catalog can reflect the total holdings of a given library at any given moment because of the delay in processing and filing cards. For example, in fiscal 1955, the Library of Congress card catalogs at any one time lacked some of the cards which, proportionately, should have been filed on a given day, since the number of cards which should have been filed and were not were equivalent to 8% of the total. In the CIA library, interfiling of subject and area cards for books is beyond the control of the CIA Library as this is a function of Machine Division. Filing into the author-title-added entry catalog is partially beyond the control of the CIA Library as the cards are duplicated by Reproduction.

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48. (continued)

III. Proposal

The Chief of the Reference Branch and the Chief of the Catalog Section are working out a plan with the Machine Division for more current inter-filing, subject heading cards and other improvements.

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49. The card catalogs provide a lower level of intellectual content than is customary in research libraries.

I. Validation

Not valid.

II. Comment

This is a matter of opinion and not definition. It is not clear from the Report of the Consultants what the phrase "lower level of intellectual content" means. The library card catalogs reflect two kinds of books: (1) those selected for the library and (2) those ordered by individual analysts and the offices. If the books which the library has selected reflect the questions which are asked of it or as support for research programs, and if the books ordered for individual analysts and offices reflect the problems being considered by them, then the two groups of books give an image of the level of intellectual content of both the library and its users. There are many forms and degrees of specialization in CIA which are not the same as that in research libraries.

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50. Failure to change older material when classification numbers are changed, plus the pulling of cards for book runs, make use of the card catalog uncertain in terms of retrieval of material actually available in OCR.

I. Validation

Not valid.

II. Comment

There is logical inconsistency (1) inside this and (2) between this and 33. (1) If what is meant is that when a title is re-cataloged there do not appear the new subject codes, the writers are in error. If what is meant is that when a subject code is changed, expanded, or eliminated, nothing is available to the users of the catalogs to point out these changes, expansions, etc., the writers are in error. Logically they cannot be in error on both sides of the problem simultaneously. (2) If the Catalog Section had always taken the time to re-catalog older material every time changes, additions, etc., were made in the ISC as a subject-heading list rather than as a classification system, there would have been fewer new titles cataloged and the output of the Section would have been even lower. Furthermore, as a finding device, the classification symbol is still valid.

Book cards are pulled to prepare bibliographies. To run them through a machine to obtain a picture of the cards in sequence is an easier job than copying them by hand and then typing them in a special bibliographical format. That these cards--or any other form or type of library cards--have to be sorted and selected and duplicates eliminated is a prerequisite no matter how the job is done.

No catalog is certain in terms of retrieval of material actually available in the library.

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51. Identifying an individual document available in OCR is slow, expensive and uncertain.

I. Validation

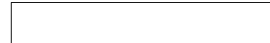
Valid in part.

II. Comment

The Library does not know what the premise is in this statement by the Consultants. It is assumed that they refer to the instance where a requestor wants to locate one specific document and knows only the subject of the particular document. A search of this type requires one of several approaches: (a) a machine run, or (b) a hand search through the intellofax punched card file, or (c) a search of the source card files. If the subject is a very broad or general one, the machine approach seems the most appropriate, but if the subject is a very precise and clearly defined field of interest the search would be quite simple to perform by going through the machine punched card file manually. It is unusual for an analyst to ask for a document in this manner. In most cases the analyst will know the source of the document, frequently the post, and usually the date. With these three elements known the search can be simplified by examining the source card file.

For example if the analyst is looking for a document issued by the State Department reporting the Japanese Reparations to the Philippines early in 1954, simple deduction would lead the Library to search the source card files containing the State cards for the Manila post. The date limitation is clearly spelled out. The search could immediately be limited to the later half of the year and would produce approximately 700 cards to be scanned. This card volume could be scanned in a much shorter time than that required to machine sort in punched cards. This type of approach to the search is possible and effective only when the date, post and source can be readily identified.

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55. "The nonavailability of the older Intellofax cards means that the total investment in Intellofax input is gone after five to six years and there is no usable way to get at older materials."
72. "Retirement of IBM cards limits the usefulness of the Intellofax system to five or six years of recent materials."

I. Validation

Partially valid.

II. General Comments

It is apparent that the Consultants did not thoroughly investigate all the facts in this matter: (1) the decision to retain, in active files, five to six years of Intellofax cards was not an OCR decision but was dictated by the CIA Comptroller who stated that our index files could not grow beyond the space required for five to six years accumulation of Intellofax cards; and (2) the microfilm of the retired cards is in a very usable form as are the cards located at the Vital Records Center.

The Comptroller felt that 5,000,000 cards, or between five and six years accumulation of Intellofax cards represented a reasonable reference index, because material older than that, if of intelligence value, probably would have been incorporated in finished intelligence reports, the information thus being available in a brief, but evaluated form. The Intellofax cards retired from the file are photographed each year and are organized by subject by country. This film is retained by the Reference Branch of the CIA Library for viewing by researchers to determine pertinent document references, if material of this vintage is required. Photographic prints may be made from the film to serve in lieu of an Intellofax tape. However, we are not staffed to do this routinely for every request and encourage viewing film to determine requirements. In addition the cards represented by the film are sent to the Vital Records Center for retention and may be recalled if required. These cards, obviously, could not be used for "crash" requests, but the film is always available for viewing. The procedure mentioned above seems reasonable unless OCR is given practically unlimited space for file expansion, with additional personnel and equipment constantly being a requirement, if the ever expanding file of old intelligence information references is to be retained for researchers use.

III. Conclusion

The present policy is sensible unless space is made available for an indefinite period of file expansion with the accompanying requirement for more machines, personnel and space to house them.

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Cards presently located at the Vital Records Center could be returned and made an active part of the file if these conditions were satisfied.

The Minicard System will enable us to carry a much longer accumulation of material, but regardless of the system a retirement program must eventually be faced.

The Computer Center
does not dictate to us
on such matters as this &
tho it is true there was
pressure on us to conserve space -

But all this part of
the problem is covered in my
memo to DD/I 17 18 June 57

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56. The encoding of Intellofax runs is inconsistent and unreliable.

I. Validation

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This is true as the questions were posed.

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II. Comment

Almost every thing there is to say on this is in []
[] memos to the Chief, Reference Branch (Supplied to
AD/CR). [] did not permit consultation among the reference
librarians; such consultation is standard practice.

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[] states, p.76, that 11 previous requests were recoded
by the information librarians and that in no case did the codes
agree with those selected earlier. When a request comes in, if
possible, the reference librarian sits down with the analyst and
together they go through the ISC. The analyst is then able to
define his problem more specifically. However, the librarian can
not indicate all these specifics when she condenses the topic
into ten words or less, so she picks a phrase to indicate the
general subject area. To ask that such a phrase, with its
modifiers omitted, be recoded, is unfair.

III. Proposal

Each day the Training Officer of Document Division reviews
the runs requested by the Reference Branch Librarians. Difficult
runs are worked out in consultation with him or senior document
analysts. A reminder file is also kept for specific decisions on
how codes are used. The Librarians discuss questions on coding
among themselves. An extension of these practices will be put
into effect.

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HORRIBLE CASE NO 1.

p 72

Run #408 on 18 March 1957 produced 194 references after elimination of duplicates. A rerun, #499 on 4 April, called for all the same codes plus additional ones and it produced only 150 cards after elimination of duplicates. The analyst noted the failure and held on to the cards from #499 while asking for still another run, #526 on 4 April, using the same codes as #499. This produced an additional 197 cards including duplicates.

This is a horrible one: by all odds the worst that I have seen. There is no excuse for it, but the explanation is as follows: When the machine room was asked for #499 and told that it was a rerun of #408, it failed to note that additional codes were now called for. It therefore searched only the "return file", where cards which have recently been used are kept, expecting to find all the pertinent cards there. Still another request on much the same subject had removed some of the cards from the return file, and so only 150 instead of 194 now appeared. On the third run, #526, the additional codes were used with the result that 197 more cards appeared.

HORRIBLE CASE NO 2. p 74

"On February 27th, a machine run was requested on thirteen subjects for the area 45M. This resulted in 140 cards, and after the duplicates were removed, 124 were put on tape. On 15 March the same run was made again for the same agency with the addition of four more numbers, plus one large group of numbers, and this second run, including the original numbers plus the additional numbers, gave only 89 cards instead of the original 124. A third rerun supplied 166 cards."

True. The mistake was caught within OCR, but not by the Library or the Machine Division. The request was levied by Special Register in support of an ORR operation, and when the second run was seen to be in error Special Register called for a double-check which promptly showed that the operator in the machine room had missed one deck of cards.

HORRIBLE CASE NO 3. p 74

"Machine run #1724, an area run on Algeria, was returned from the Machine Division on 3 August 1956 and gave a total of 376 references. On 10 August 1956 the same branch requested the same run for the same requester, and machine run #1800 fulfilling this request provided only 272 references. Thus, 104 references that appeared on the original run, did not appear on the rerun of the identical codes."

All too true, unfortunately. The second request came in on a Friday afternoon, with an "A" priority, and was dealt with by Machine Division before the end of the day. In the rush one set of cards was missed.

HORRIBLE CASE NO 4. p 74

"Run #487 (highways in Algeria) not a single card resulted. On a rerun some 60 cards showed up."

This case reflects more credit than discredit on the people concerned, for the mistake was recognized and corrected with no loss of time. When a young man in the machine room reported that he could find no cards dealing with highways in Algeria the Library ~~was so concerned~~ immediately asked Machine Division to double-check and the missing cards were found. As a result of this particular failure, due to the fact that a block of the Algeria cards had recently been pulled from the files to answer another request, the Machine Division set up a new type of control which should lessen the chance of such errors.

It may be worth noting that since the mistake was caught within OCR the requester (Army, in this case) never learned of it. Nor would the consultants have heard of it had we not called it to their attention.

HORRIBLE CASE NO 5. p 74

"On 30 January 1956 (sic) run #129, which is a rerun of 116, produced 124 references instead of 54 but there were 193 references entered as being in the class searched as of 31 January 1957."

It is the consultants who are wrong on this one, and in addition they have garbled the facts:

Item: It was #116, not #129, which produced the 124 cards.

Item: It was #129, not #116, which produced the 193 cards of which 54 were selected as being useful.

Item: The two runs did not call for the same subject codes, and therefore cannot be compared on any basis. Both were for the same requester, TSS, and both covered the same areas, but #116 called for subject code 877 standing for NATIONAL CHARACTERISTICS while #129 called for code 850.1, standing for PHYSICAL FITNESS. It is not remarkable that the two searches did not find the same cards.

HORRIBLE CASE NO 6. ~~was~~ p 75

"On 11 January 1957, run #35, which is a rerun of #32, produced no references, whereas run #32 had produced 130 with fewer codes. All the run #32 codes were repeated in run #35.

Again it is the consultants who are wrong, and in this case they have twisted the truth by exactly 180 degrees:

Item: It was the first run, #32, which produced no cards.

Item: It was the second run, #35, which with the additional codes produced 130 references.

This is exactly as it should be. With Intellofax as with any other indexing system, conventional or mechanized, if you don't find what you're looking for under one heading you try another; and when you look under five headings instead of two you expect to find more titles - as happened here.

HORRIBLE CASE NO 7. p 75

"Run #490 of 8 April 1957 repeated run #480 including all the old codes of the earlier search and some additional codes, yet run #480 gave 80 references and #490 gave only 22."

Once again it is the consultants who are wrong, and again they have carelessly made a hash of the facts:

Item: It was the first run, #480, which produced only 22 cards.

Item: It was the second run, #490, which produced 80 references.

Item: The second run was in no sense a repeat of the first, and therefore it should not have produced the same cards anyway.

Both were for the same requester, both were on the same area and the same subject, but they covered different periods of time.

Thus:

<u>Request Number</u>	<u>Subject Codes</u>	<u>Dates covered</u>
# 480	711.177 and 746.5	1 Jan 1955 to date
# 490	711,177 and 746.5 746.1	1951 thru 1954 1951 to date

HORRIBLE CASE NO 8.

p 75

"Run #438 of 21 March 1957 was another rerun including all the old codes plus new ones. The ~~new run~~ rerun gave no references while the original gave 45!"

Wrong again.

Item: The earlier run, #402, gave no references.

Item: The second run, #438, gave 45 references.

Item: Both were for the same requester, OTR; and both were on the same subject; but they called for different types of material and cannot be compared in any way. The first request, #402, asked for basic and finished intelligence only on the economic development of the Asiatic RSFSR since 1 January 1955. No references were found, which is scarcely surprising, so a second request was placed but this time without limitation as to type of intelligence. This produced 45 reports of one sort and another which, again, is not surprising.

HORRIBLE CASE NO 9 p 75

"Run #302 of 20 February 1957 which gave all the codes of run #245 plus others, gave no references while run #245 did produce one."

The statement is incomplete and misleading. It is true as it stands, but the reason for it is entirely sound.. The first search, #245, asked for documents from two different sources - 14-0000 and 14-1102 - while the second search was restricted to a single source, 14-0000. The single document found by the first search came from source 14-1102, which was not used on the second.

HORRIBLE CASE NO 10. p 75

"Run 293 was a rerun of run #284. The rerun used fewer subject codes but reversed area codes and obtained 179 references instead of the original output of only 16 references from more codes."

Again the 180 degree twist. It was the first run, #284, which produced 179 references, and the rerun with fewer codes which produced the smaller number. (Actually, the second run got 166 instead of 16 cards, as is shown by Machine Division records, and it was written down by mistake as 16 in the Library: this mistake was not of Shaw's making.)

The problem being worked on in this question was Russian relations with the Middle East, the kind of thing that is very hard to code correctly. In view of the changed area codes in the second run it is not at all ~~unusual~~ likely that it should have picked up many cards which also appeared in the first run.

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FIRST DRAFT

Annex #1: Arithmetic of a hard-copy system

The Survey Case: "A hard copy file for the five years 1/ of documents would occupy new old not over 3,000 square feet including space for readers and for footage footage photostat cameras for making copies of the intact hard-copy file." 3,000 p. 121.

500 "The microfilm room would presumably still be necessary and would require another 500 square feet approximately." p. 121.

500 "A card catalogue representing all the cards in the punched card storage, but in standard card catalog form would occupy approximately 500 square feet." p. 121.

1,340 "In addition to these, the machine operation involves the rooms in which the aperture cards are stored, and those where the machine for enlarging aperture cards are stored, as well as the reading machines for microfilm reading of aperture cards. This involves 1,340 square feet of which 580 square feet is film storage, 600 square feet is the copying unit, 160 square feet is the microfilm reading room." p. 121.

7,000 "The hard-copy file and the card catalog for access to the documents, together, would occupy only about 3,500 square feet 2/ instead of the 7,000 plus square feet now used for the machine operation." p. 121.

865 "In addition, there is the IAC room in Q Building, which occupies 865 square feet of space, and which would be included in the hard-copy file noted above, so the total saving in space by going from the machine system to a normal card catalog system plus a hard-copy file for five years of documents, would be approximately 5,000 square feet of space." p. 122.

6,500 "Space required for the present Documents Division is about 9,700 square feet, of which about 6,500 square feet is directly chargeable to the documents indexing operation." p. 122.

4,000 "The present IPI staff of 4.5 man-years indexes somewhat more than 20,000 documents per year. 3/ Allowing for eight times this staff would call for a staff of thirty-four to prepare the expanded IPI. In order to provide for higher quality of indexing and fuller annotation and better analysis, this staff might possibly be set at fifty people. Basing the space required on 80 square feet per person, this would require about 4,000 square feet of space, which would release another 2,500 square feet.

Total 8,000 15,705

1/ p. 146 the Survey recapitulates "A room of approximately 3,000 square feet would provide for three to five years of hard copies of all documents received, plus a reasonable number of Photostat Expeditors, so that analysts could make copies of items they wanted without delay." Comment: The two year qualification as to capacity involves at current rate of receipt 758,000 documents. Note as underlined that the "analysts" would now reproduce their own copies - our current rate of printing is 35,000 prints per month plus wastage - 420,000 plus per year.

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- 2/ The Survey's allowance for the first three space requirements listed above totals 4,000 square feet.
- 3/ The flow charts prepared by Management Office for the use of the Survey state, Chart I, that the IPI staff of 4 (Section Head with other duties, two indexers and a typist) processed 4,596 documents during 1956. On this basis the Survey proposal for an indexing staff of 50 must be multiplied by four.

Evaluation of Survey allowance of 3,000 square feet for storage~~x~~ of 5 years of hard-copy document receipts.

Assumptions:

We project the 1956 rate of growth of 378,874 documents for the 5 years involved.

Records Management advises us to allow 2,000 pages per linear foot of storage space.

We calculate the square footage requirement for stack storage as follows:

3 foot shelves, 7 shelves per single-face section, 6 sections in a stack unit and double faced - thus, 42 shelves per side, 84 shelves per double face range, 252 linear feet of storage minus 10% or 25 linear feet for dividers and manila folders required to hold documents in place, yielding 225 linear feet net storage capacity per range.

About ~~1~~ half of our document receipts are of legal-size format - 14" x 8.5". We will store all documents on their sides on 10" shelves. We therefore require 2 x 14" or 28" plus 2" stack bracing or 30" for the range and contents and we would allow 42" aisles to accommodate staff and book trucks. 72" or 6' wide x 20' (6-3' sections and one 2' end aisle) equals 120 square feet per range unit.

These assumptions on stack storage are completely accurate for the present "M" Building Library facilities. We believe the 7 shelf height will hold for any other building because of the inconvenience of access to the 8th shelf. (In fact, browsing among documents on the lowest and on the 7th shelves will, in our opinion, prove totally unpopular, ~~but~~ Assuming approval of user access by Security Office.)

Some saving of end aisle space will no doubt prove possible in a new building, Narrowing the 42" stack aisles which must accommodate stools, ladders and book trucks in addition to staff must surely prove to be a questionable economy.

Our camera operation cites an average of 5.4 pages per document filmed in Jan-Mar 1957. We apply this figure across-the-board to our entire take and adjust the results to allow for oversize enclosures and finished intelligence studies as follows:

A recent Analysis Branch sample showed 1 page of enclosure per 2 pages of cover document received, specifically in one week we processed 3,729

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doc.s @5.4 p. or 20,136 p. of which 599 documents included enclosures
totalling 10,844 pp. If we scale this down to an average of 6,000 or 60
pages per enclosure and assume 30,000 enclosures per year we get 1,800,000
pages additional take per year.

3,841,000 pages equals @ 2,000 pp per linear foot - 1,920 linear feet growth per year.

In addition, we require:

1 sorting room	300 square feet
1 Kardex log room	300 square feet
1 copy room for 3 expeditors, etc.	300 square feet
1 room for users	300 square feet
1 yr allowance for growth factors	<u>1,020</u> 1/ square feet
Total	<u>2,220</u>

Additional comments:

This collection will grow at several hundred points. There is no way to predict the individual rates of growth. Steady shifting of collection to accommodate growth variations is inevitable. Assuming that we could start with 2,000 feet of stack space or enough for two years, the problems of management in the third through fifth year plus the costs of retirement will certainly prove difficult even granting that the additional annual allowances of space are forthcoming as needed. Another way of saying this is that a 5-year collection cannot be tightly packed into a 5-yr capacity storage area; the more any space allowance for growth is pared down by assuming dual use of initial area, the more staff is required to maintain an orderly collection through time by large-scale shifting of documents.

Assuming a growth of 1,920 linear feet of documents per year plus a one-year space allowance for growth and manipulation and assuming further that Security Office recommended cabinet filing for security and safety reasons our equipment and space needs would be the following:

Assuming 12 cabins housed per 100 square feet of space gives a total space requirement of 9,600 square feet.

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8. Staff requirements - hard-copy storage:

Survey comment: "Assuming that only the present 60,000 documents were pulled from the shelves, the reshelfing of these documents, which should be done by OCR staff rather than by the analysts, even at the low rate of 60 items per hour, would require only about a half man-year to keep this hard-copy file in order. An additional 350,000 documents would have to be shelved currently as received and this would require an additional 3-1/2 man - years. Since it may be anticipated that the use of the documents would increase greatly if hard copies were available for immediate consultation and since there might be cases in which the analyst might well sit at a table and have the documents brought to him, it would probably be well to provide for a peak-load staff of seven or eight clerical attendants to bring documents from the shelves and to keep them filed and in order.

"Since the entering of items as received and claimings of items not received should be absorbed in the acquisition process, this would substitute seven or eight stack attendants for the group of about 20 who are involved in the IAC Unit, the Copy Unit and the Aperture Card Unit of the Machine Division. It would also make it completely unnecessary for the Search Unit of the Circulation Section to handle incoming requests for documents which is the largest part of their job, so that unit could be eliminated." pp. 146-67.

Recap Unit	present T/O	Recommendation
Search Unit	11	abolish
IAC Unit	5	abolish
Copy Unit	7	abolish set up 8 man stack unit
Aperture Card Unit		
Mounting	3	abolish
Keypunch	.63 1/	abolish
Card processing	.9 1/	abolish
	27.5	use 8, save 19.5

11 MANAGEMENT CHART VIII B

Our comment:

- 1) The Survey assumes that analysts will come to the storage center - at present? and in the new building? 50% of our requests come by mail, today. An estimated three-quarters of our requesters know exactly what document(s) they wish to see. Surely under any system it will constitute better service to send the documents to them on their deadlines as we have been doing for many months. This would in no way prevent analysts who prefer to call in person from doing so. Question: Do Agency and IAC customers receive service by mail? If so we staff to pull requested documents from the shelves, to copy them (if reproducible) and to maintain minimum records. Since many document identifications are partial we also staff a Control Section to complete the identification.

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- 2) The Survey omits from this discussion the problem of achieving an inviolate collection of IAC enclosures - (Discussed in the OCR reply to recommendation #80). As we see it at the present time, up to one-third of the enclosure traffic is unobtainable at reasonable reproduction costs. Any requested enclosure which is not in the proposed hard-copy collection means a special retrieval sequence at high cost.
- 3) The Survey anticipates that "the use of the documents would increase greatly if hard copies were available..." and makes no mention here of the reproduction costs which they presumably will have the analyst bear since they give us no staff for this purpose. Our guess is as good as theirs on what this might involve. At present we print about 35,000 paper copies from aperture card film each month. We bear an added wastage cost of perhaps 10 - 15%. An estimated 5% of the documents are either partly or totally illegible for machine copy purposes. Copying is a purely clerical matter. The analyst who wanted 100 pages of text would never achieve a trained clerk's production rate of 4 - 5 prints per minute. We doubt that he would stick with the machine through one fifteen-minute session of copying and feel certain that he would call for help immediately on the first page of poor copy he met up with. We would plan on manning the copy machines full-time. Three machines means a T/O of 3 with no allowance for error nor for the predicted increase in traffic.
- 4) The Survey states that their assumed rate of reshelving of documents at 60 per hour is low. They indicate no document library where we can go to see such performance. These are documents, not books, and will be housed at the rate of about 400 per linear foot. Refiling is a matter of slipping despatch 68 in between 67 and 69; unlike refiling in cabinets, shelving will often involve pulling the whole lot of documents near the filing point in order to return the given document without damage. One rough check on their estimate can be made in terms of space maintenance per man. They allocate 8 clerks to a 3,000 square foot area which comes to about 380 square feet per clerk or 3 possibly 4 ranges of shelving. We estimate 6,000 plus square feet of storage area plus constant shifting of collection, plus service of mail requests. At 380 square feet of assigned area per clerk we would require a T/O of 16 - which compares not unrealistically with the 8 or 9 we employed in 1953 for an incomplete hard-copy collection in cabinets, a fourth smaller in annual rate of growth, and a third smaller in rate of use.
- 5) The Survey assumes that logging in and claiming of documents not received can be absorbed by their new Acquisitions operation. At a rough calculation this means the reallocation of 5 existing jobs. 378,000 documents per year processed in no sequence are to be logged by source post before delivery to the storage area. This surely means for example the sorting out of all the London despatches received on the given day and their arrangement by despatch number. Assuming that 1 man can do the sorting at the rate of 1,500 per day or about 200 per hour. Assume 2 checkers can mark Kardex cards at 750 per day or about 100 per hour. Minimum requirement 3. Deduct 25% from the time of staff on duty for leave and training and make no assumption about fluctuations in load and staff turnover and the Survey's regular allowance of 60% staff for peak load is certainly justified in this instance giving a total sort and check-in T/O of 5.

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In summary: the Survey appears to have taken a rather superficial approach to the staffing up of a hard-copy document operation. We doubt that any realistic estimates can be established for some of the costs at this time, in which case a liberal and long-range allowance for extra T/O would certainly need to be included in any final plans for such an operation. Against the Survey proposed T/O of 8 stack clerks we would lay the following for first comparison:

Sort and check (Acquisitions)	5
File - Survey space 3,000 square feet, T/O 8	
OCR estimate 6,000 square feet	
T/O minimum 12, probable 16	12
Copy service - 3 machines	3
Search Unit (i.e. customer service)	
4 search book requests <u>1/</u>	
6 search document requests - mail, telephone	6
and in-person <u>2/</u> (includes supervisor)	1
1 mail clerk	<u>27</u>
	3/

- 1/ Agree that this can be absorbed in the new building on the assumption that Acquisitions personnel will have ready access to book catalog and stacks. The fact remains that many requests come in incompletely identified for purchase purposes or for books that need not be purchased because loan copies are immediately available from our shelves. This is an optimistic assumption.
- 2/ Even were a directive issued which required library users to call in person there will be many requests for assistance in locating files, reaching high shelves, explaining missing items, etc. We would assume present load pattern (including mail and phone requests) and start with 6 analyst assistants.
- 3/ The Survey justifies 3 of its T/O of 8 to handle peak load. This cushion of 37% is present in the above rough figures and partially so in our present-day operation. One man-year or 261 work days minus 8 holidays equals 253 or @ 8 hours per day, 2,024 gross man-hours per year. Omitting turnover vacancies and apprenticeship costs, the employee is unavailable 17 days due to annual leave, 10 days due to sick leave and 12 days (5% of 253) for agency training for a total of 39 days leaving 214 days of duty at 7 hours per day or 1491 hours. This represents a 25% deduction and leaves a productivity potential of 75% of gross hours on duty before present high rate of turnover is taken into consideration.

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FIRST DRAFT

Annex #2: The arithmetic of a comprehensive Intelligence Publication Index (IPI).

Survey recommendation #131: "The IPI should be expanded to cover all documents, books, and periodicals articles that make a substantive contribution including FBIS materials, and which are not covered in the Registers. Its quality should be improved by annotation of all entries and thorough indexing."

Volume

Documents, 1956	379,000	
Books (1st copies) FY56	12,972	
FBIS est.	113,400 articles	(@ 325 pages per day, 5 days per week, avg. of about 1.5 articles per page) Between 4 & 6,000 different titles subscribed to.
Periodicals	20,000	No exact count available. Assuming 2,000 titles, averaging one issue per month in frequency, and 5 articles per issue gives 120,000 articles. Screening might select 20,000 for index- ing in the IPI as of substantive value for intelligence purposes.
TOTAL	<u>525,372</u>	

On the Survey's terms we would expect to screen through a total of perhaps 525,000 items in making selections for the new IPI. The considerations relating to coverage of the last three items are too complicated to handle simultaneously with documents and are omitted from this paper.

Documents:	volume	379,000 per year
	less standard distribution items separate procedure required	- 79,000 per year
	less Nodex-estimated (about 38,000 items noded in 1956, 1957 rate running at 80,000 per year)	-125,000
	Total documents to be indexed	<u>175,000</u>

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The IPI carries an average of 30 entries per page. Therefore single entry coverage of documents at IPI density would require publication of 5,633 pages of index per year. Switching to Bibl. of Agr. format and a density of 55 citations per page, the new IPI would require publication of 3,180 pages of index per year. Assuming that Agency specializations split fairly evenly between subject and area approaches to research (the present IPI is organized on a two-part basis, Part I Subject and Part II Area) we would expect to cite each document twice and therefore require 6,360 pages of index text per year at the Bibl. of Agr. density. This would mean 530 pages per monthly issue or 265 per bi-weekly issue.

Following the Bibl. of Agr. pattern, each monthly issue would contain documents classified according to a broad perhaps 200 class breakdown. The Bibl. of Agr. provides no indexing with monthly issues, instead it devotes the December issue each year to an author index - 300 pages, 1.3 author citations per articles or 113,000 entries, - and to a subject index - 281 pages, 2 entries per article, or 180,000 entries.

There are, of course, no authors cited for intelligence documents. The Survey would certainly agree that 2 entries per document were insufficient for thorough indexing. Intellofax averages between 3 and 4 entries per document. The New York Times Index averages 7.

Preparing 7 index entries for each of 175,000 documents given an annual production of 1,225,000 per year. We believe that the Bibl. of Agr. practice of merely citing the control number of the given article citation in their index leads to congestion and various other difficulties which our analysts would be most reluctant to put up with. It permits them to achieve an index density of approximately 700 citation numbers per page. The New York Times Index using a telegraphic style statement of the news items indexed and giving

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page location of the original article comes much closer to a satisfactory product and by using very fine print achieves about 240 index entries per three-column page. (The N.Y.T. index totalled 1,728 pages in 1956.)

CIA would have several options on getting the 1,225,000 entries delivered to analysts in usable form and on a satisfactory time schedule. ~~One~~ ^{A second} approach would be to deliver index cards carrying index term, citation of document and annotation, to a manual index file from which reference librarians could pull cards to make bibliographies with quick list-out equipment, and as a third element ~~it could~~ ^{we might} also include an IBM punched card file of index terms for manipulation in large searches or a parallel Minicard file in which the handling of alphabetical data, such as an index would require, is promised to be more efficient.

If publication of a printed list of index entries were required and the N.Y.T. index pattern were adopted it is probable that each document would require enough additional space - many source identifications are lengthy even when abbreviated - to limit density to 50 per column or 150 per page. At this rate an annual index of 8,100 pages would be involved. If published more frequently and cumulated annually the pagination requirement would be doubled.

It should be clear that there are many possible approaches to the index plan. The more cost cutting in production, the greater the density and multiplication of procedure which the user must follow in making bibliographic retrievals. In summary, a combined monthly classed index and an annual subject index would appear to involve between 10,000 and 15,000 pages of publishing per year.

Staffing. As previously noted in Annex #1, the Survey mis-read the Management study of Document Division which shows that the present IPI with staff of 4 produces 4,596 articles per year (1956) and not the 20,000 they cite.

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For the present it does not appear useful to project staff requirements until the scope of the proposed index can be pinned down.

The present Intellofax index staff is undergoing changes in function due to its reorganization in November. For 1956 we calculate that we invested 28.8 man years to index 260,000 documents. Assuming our Nodex policies stand up and the present trend takes ~~this~~ total up to 100,000 per year, this will mean that we can index 200,000 documents and invest considerable newly freed time in quality control measures. On the other hand our index staff has experienced a high rate of turnover which has meant some positions vacant and others occupied by grossly inexperienced staff at any given time. If we adopted the New York Times Index policy of charging the first six months of recruit duty to training and the 2nd six months to apprenticeship we would certainly have to increase the present indexing T/O of 32 by perhaps as much as ten or fifteen positions. We have noted elsewhere a proposal to step up the ratio of revisers to indexers.

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Summary

1. The expanded IPI would be a voluminous printed index, published monthly and cumulated annually and as we interpret the Survey report, superimposed over a manual "index card" file. This card file, a by-product of the "expanded" IPI would be substituted for the present intellofax card file.
2. This printed index of 10,000 to 15,000 pages each year (not including references to books, periodicals and FBIS materials) would require many times the number of personnel now engaged in publishing the IPI which consists of some 900 pages per year.
3. It is our present policy to include only finished intelligence reports and monographs and certain intelligence periodicals in the IPI. Whether or not the inclusion of ^{RAW} new intelligence reports in an "expanded IPI" would materially assist the researchers enough to off-set the additional cost is questionable. It might be more practical, if there were such a need, to list out the IBM intellofax cards periodically.

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FIRST DRAFT

60 p. viii

The Intellofax system does not retrieve all the material known to the analyst, which should be in the system.

90 p. xi

A printed bibliography, as an expansion of the IPI, together with an intact hard-copy file, offers promise of better and faster service to all analysts at lower cost, together with improved program efficiency.

#129 p. xxviii

A bibliography of reports should be on hand to enable the Reference staff to provide quick reference information from documents without making machine runs of any type. Machine runs, if they prove useful for any purpose should be limited to longer, retrospective searches particularly for material more than five years old.

#131 p. xxviii

The IPI should be expanded to cover all documents, books and periodical articles that make a substantive contribution, including FBIS materials, and which are not covered in the Registers. Its quality should be proved by annotation of all entries and thorough indexing.

validation:

There are attached, annex I, an analysis of the probable cost of operation of a hard-copy document storage and service system, and annex II an analysis of the probable cost of producing an IPI covering all categories of intelligence literature.

Our general observation on these recommendations is that the Survey arrived at them without examining the history of the present system - in particular the influence of space limitations on our decisions. As a result they make no concession to the prospects for relief from many present difficulties once a regrouping of functions in the new building has been accomplished.

We believe in line with their observations that a good deal can be done to reduce what they call the blindness of our system. On the



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other hand it can be readily demonstrated that the manual system which they advocate and which can be seen in operation in the Bibliography of Agriculture is quite inadequate in various respects, in particular in the matter of cumulation of index entries over time. Machine systems and Minicard in particular offer a capability of listing out all the pertinent references over a number of years which a set of separate annual indexes cannot begin to rival. If the IPI were expanded as is proposed a typical search of three years of index entries might well produce 1,000 document references, each to be traced first to a monthly issue in which the document was cited in full and then to a hard-copy collection where material would be retrieved from top to bottom shelves over an area of 10 to 20 rooms. Leaving aside the many difficulties which are pointed out in Annexes I and II, we do not believe that intelligence analysts would welcome this proposed solution to the document retrieval problem.

general comments:

There are at least three general assumptions about the need to index unevaluated information reports which the Survey in our opinion failed to take into account.

assumption #1: Analysts maintain personal, unit and Branch files of source material pertinent to their professional assignments. A central system affords specialized files only when it finds them warranted by demand.

[] cited a Beltsville scientist who developed prior to WW II the definitive U.S. file on rubber substitutes. It is to be assumed that the central Agriculture Library assisted this man by routing pertinent new data to him; more importantly, however, we guess that the main Library staff consistently routed requests concerning substitute rubber to him for answering on a "who knows what" basis rather than compiling

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bibliographies on the subject themselves. Reference the Survey comment on unnecessarily large analyst files in CIA, are we to conclude that the Beltsville file ought not to have been developed and maintained?

1/ There are many instances of this type of Survey reasoning in their report. We are at loss to explain their occurrence when a little discussion might at least have caused them to have been presented in a less condemnatory manner.

We believe that CIA Library reference personnel are particularly competent in "who knows what" information about the IAC and elsewhere. The Survey team did not examine this aspect of our service. On the contrary on two occasions they insisted that an Intellofax search be made to illustrate their point when our staff would normally have referred them to a known specialist on the question.

Nor was the Survey team prepared to concede^{de} our lack of specialized control on subjects where present demand has not yet justified the expenditures which would be required. Specifically we are quite capable of establishing tight subject control in the matter of crew lists just as we might if needed over matters concerning aircraft. In the New York Times morgue we found them maintaining an additional specialized file on the latter subject. Obviously, there came a day after repeated failures in retrieving aircraft information from the general files when the Management deemed the extra cost to be worthwhile.

assumption #2: The OCR dissemination service is the principal institutionalized device for identifying incoming intelligence literature as pertinent to the subject requirements of offices and analysts. It is a first level, simplified, reference service not acknowledged by the Survey.

Research libraries serving universities or corporations, in general do not afford CIA's system of dissemination on incoming documents,

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typically in multi-copy, to their researchers. They route periodical literature on a relatively limited, time-consuming basis. The researcher calling for central library service may indeed expect to have much new material called to his attention even in a bibliography in his own subject field. The intelligence officer, on the other hand, will almost certainly have seen a substantial portion of the document literature as a result of dissemination of incoming documents to himself and his associates. The basic factor~~s~~ here ^{is} the analyst's inability to afford effective organization of his local work file is ~~due to~~ the large volume of documents (1500 per day) arriving in the central system and filtering through in widely varying quantities to ~~the given specialist~~ ^{him}. Local files maintained without specialized indexing assistance do rapidly exceed analyst control capabilities. Resort to the central CIA Library is, we believe, in part, a matter of insurance "have I forgotten about or missed any pertinent documents?"

We advocated in the Hitchcock Committee study of 1955 what is now recommended by the Survey - par. 100., namely that attention be given to the problems of research technique and organization in the research offices and to the utilization of librarians on research projects wherever feasible in order to economize on analyst time. The initiative seems to rest with the research offices but we would be very interested in a study of this matter.

assumption #3: Finished and raw intelligence information are not suited to identical indexing procedures.

The Survey has endorsed present OCR indexing control of finished monographic and periodical intelligence through the medium of the IPI. We do not find evidence of their recognition of the different problems relating to indexing of "raw" or unevaluated information.

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Much raw information is generated by field staffs in response to the specific collection requirements of researchers. Particularly in social science subjects this information constitutes day-by-day status reporting. The collectors are not professional journalists in the sense of New York Times correspondents or even subject specialists and are generally freer to improvise in dealing with the persistent problem of recapping prior developments. They can supply new data without full treatment of context because the latter can be presumed known to their specialized recipients.

The only indexing of daily political developments known to us, apart from Intellofax, is the New York Times bi-weekly index with annual cumulation. An examination of this index over the past six months on the general subject of the Suez crisis shows in our opinion a cumbersome, highly complex product even though based entirely on the reporting of highly disciplined correspondents. The New York Times index coverage of this subject, 1 Jan - 15 Apr 1957, (and the date of availability of each issue of the bi-weekly index to CIA Library) is as follows:

(heading) "MIDDLE EAST: note: The terms Middle East and Near East are now used synonymously. Middle East is now used in preference to Near East. Material here includes material formerly indexed under 'Middle East War', 'Palestine', and 'Suez Canal'. See country names (except for mutual relations)."

(Note: Each page of NYT index contains 3 columns of 110 lines each of small (approx. 10 point) type. We estimate an average of 80 index references cited in each column.

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issue	# columns	date received CIA Library
Jan 1 - 15	9	12 Feb 57
16 - 31	7	6 Mar 57
Feb 1 - 15	5	n.d.
16 - 28	7	1 Apr 57
Mar 1 - 15	6	15 Apr 57
16 - 31	6	29 Apr 57
Apr 1 - 15	4	14 May 57
16 - 30	<u>4</u>	28 May 57
total 8 issues	total 48 columns	

48 columns therefore contains 5,280 lines of indexing for 3,840 entries

It should be noted also that the New York Times spends an estimated five times our investment on their indexing including use of revisers on a ratio of 1 to every two indexers. We seriously doubt that expanded IPI indexing of such social science data offers improved retrieval capabilities to the analyst. Given the present state of the art - and at one point agreed that he knew of no fully satisfactory classification system - we believe that the best solution lies in very general indexing with the analyst and the reference librarian bearing the cost jointly of sifting large masses of variable quality, repetitive raw information for that which satisfies their needs.

25X1

The Survey recommends consolidated indexing for all "substantive" data. While the finished intelligence study can certainly be distinguished from the unevaluated reports in a common index, the result of the combination will be the citing of many raw reports which also appear, unknown to the researcher, as entries in the bibliography of the finished study. This would appear to be one category of blindness inherent in Bibliography of Agriculture type indexes namely that the latest material indexed recapitulates the state of the art employing the very items indexed in the same or earlier index issues. Since the Survey leaves

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the definition of "substantive" to us we may often omit from indexing items which the author of the finished study obtained through our dissemination service. With respect therefore to recommendation #60, our judgment of what to omit - supplied at best by library school trained but non-subject specialists - cannot compare with the analyst's judgment of value. We therefore expect that analysts will always make the "failure to retrieve" charge against us.

In case #1 (p. 73) of examples of failure in our system, the Survey raises the long standing issue of contents interpretation - coders vs users. Catalogers have always bent over backward to avoid imputing to the given article what the author did not say. In this case "offers to sell" do not constitute "procurement". The system failed in not providing better cross referencing to assist requester and reference librarian in bridging this gap.

On the subject of 'turning up East-East trade data when only East-West data was desired, we quote the following:

"A thoroughly planned interplay of the modern methods of clue-providing by short phrase index sets with streamlined and mechanizable tracing of leads through cross-reference, seems to me to be definitely superior to any existing method. The resulting system will still have its shortcomings. One of them stems from the fact that reliance on short-phrase indexes must result in the frequent appearance of a certain number of irrelevant references in a bibliography supplied by this system. As long as the index set of a document dealing with the export of wine from France to Germany in 1955 consists, let us say, of the indexes 'Export', 'Wine', 'France', 'Germany', '1955', (and perhaps additional ones) and the request for the literature on this topic is handled as a request for a list of documents with index sets containing these indexes, a reference to this document will surely occur in the bibliography supplied to the man looking for literature on the export of wine from Germany to France in 1955..." A Logician's Reaction to Recent Theorizing on Information Search Systems, by Yehoshua Bar-Hillel, American Documentation, p. 103, Spring 1957

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OCR conclusions:

On the basis of the preceding, the OCR position on these recommendations and related observations is as follows:

- a. We agree on the desirability of using reference librarians wherever possible to relieve specialists of document literature searches.
We can do more but the analyst's expectations must be clearly defined to us.
- b. We agree that facsimile list-out of citations is slow and cumbersome. The problem is not new to us and we can now point to various equipment developments which promise substantial improvement in our list-out capability.
- c. We agree that the ISC is deficient in clarity and consistency and have started or plan various measures including a sizeable revision function, subject specialization among coders, control of work load by evolution of a broader "nodex" policy, experiment with increased use of index terms to take advantage of Minicard capabilities, and interchangeability of staff, all of which point to improvement in the effectiveness of the Intellofax service.
- d. We are dubious about the resumption of accession listing of books and point out that the Survey did not take into account the large expenditures already borne - many by this Agency - by the IAC community for exactly this purpose. Shall the proposed Index include Russian books indexed in the Monthly List of Russian Accessions, Sov Bloc books indexed in the East European Accessions List, classified contract studies reported by the annual indexes of Scientific Estimates Committee and the Economic Intelligence Committee, research in progress as recorded by the External Survey Staff to

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say nothing of Federal and civilian reference aids running from the Bibliography of Agriculture to Public Affairs Information Service?

- e. The Survey does not deal specifically with the problem of processing time schedules. We are quite certain that the proposal manual index will run many times slower than the present system. We are approximately on schedule at present with an overall time schedule of 5 days to complete all processing of documents, 5 - 8 days from receipt of document to filing of its film aperture card in file and 10 days to filing of the IBM intellofax card in our subject and area files. There are additional measures we can take to improve these schedules. The NYT index which is the best thing of its kind known to us apparently averages about 25 days from cut-off date to mail-out of the printed index issue. The Bibliography of Agriculture index is an annual affair, produced at the expense of omitting a December issue, and appears 90 to 120 days later in the succeeding year. Both operations appear to be substantially smaller than the one proposed by the Survey team for OCR.

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61. The total amount of bibliographic work performed is low and of low quality. Little of it as currently performed requires special competence.
130. While short low grade bibliographies may still be needed for special purposes, higher level bibliographic service aimed to supply information bearing on particular investigations should be provided.

I. Validation

25X1

Not valid.

II. Comment

From an examination of the demand bibliographies prepared in the Reference Branch, [] decided that six items an hour would be a fair average. Basing his figures on this decision, he concluded that less than one man year of actual work was accomplished. His belief that the quality of the bibliographies was low was based, partly, on the fact that most of the bibliographies were not annotated. However, he is in error in assuming that preparation of the bibliographies is a mechanical copying of entries. In 1956, the Reference Branch prepared 79 bibliographies comprising 6241 entries; nearly one third of these items (2036) were examined, 393 additional items were examined and annotated. The Division of Bibliography at the Department of Agriculture Library has on its staff two professional librarians who do the special bibliographies of the Library. In the fiscal year 1956 these two people published two major bibliographies and two minor ones. In addition, they prepared fourteen two or three page typewritten bibliographies and two on slips, one of which was a straight copy job of entries under a specified subject in the Bibliography of Agriculture. Routinely they verify all references; sometimes they do not if the requester is in a hurry and understands that the material will not be examined. The Chief of the Division of Bibliography at Agriculture stated that she has never been able to establish a production standard for bibliographies, that she has estimated production when they have prepared bibliographies on a reimbursable basis at one item per hour (this includes gathering references, getting materials, examining the materials, writing annotations and preparing the slips for the typist); however, she further stated that she felt this standard to be too high. Taking Agriculture's figure of 1800 man hours of actual work per year, it would appear the CIA Library had well over a man year of work in the items examined alone. This is born out under actual working conditions. On a recent bibliography, the librarian had three references to check at the Library of Congress. Two and one-half hours later he returned -- only one of the items was judged suitable to add to the bibliography.

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Currently, a librarian is working on a bibliography on plastic surgery to alter fingerprints and palm prints. This will entail the examination of many books. After the first half day of work, in our own library, six pages, in two books, bearing on the subject, have been located. Many of our bibliographies deal with subjects, like this one, which are not readily available in subject indexes, but have to be approached through other subjects, as this one will have to be searched under finger-prints, medicine, criminology, etc.

Other factors to be considered are:

Less than 20% of the bibliographies prepared at Agriculture require searching at outside libraries. All of those prepared in CIA Library do require this; otherwise the man would be given a book tape.

The Agriculture Library refuses many more assignments than it accepts; CIA Library does not feel free to do this.

Delay in filing the CIA subject cards makes it necessary to check the conventional card catalogs of other libraries, and then to search the CIA author-title card catalog, since call numbers and locations of the publications must be included.

Taking everything into consideration, it would appear that 79 bibliographies, averaging seven pages, compiled by a staff of approximately three, compares favorably with the 20 produced by two people at Agriculture.

III. Proposals

That CIA Library, whenever possible, exercise greater selectivity in preparing bibliographies; realizing however, that this will increase the work time, with a parallel decrease in the number of bibliographies prepared.

ILLEGIB



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Circulation
SECRET

64. The Branch is over organized and overstaffed.

I. Validation

Valid in part.

II. Comment

If the statement "over organized" is made in reference to handling procedures of incoming requests then it appears that the Consultants did not have an accurate understanding of Circulation Branch procedures. On page 90 of the report, a procedure is outlined for sorting requests. This interpretation is correct only in part and answered point by point in the attachment.

The Circulation Branch has attempted to stay on top of the various systems developed historically in OCR. The first system included a hard copy file with no enclosures readily available. The transition period between the hard copy collection and the aperture card system evolved a "batch" filing system. Each of the systems was operated independently of the other and did not overlap, requiring a different approach to the recovery of the material. The passing of time makes each of the systems more inactive, but the fact remains that a search for a specific document may require a thorough knowledge and understanding of all the systems employed.

If the Report is referring to the number of supervisors in the branch and the organizational pattern of the branch this is another matter. The organization of the branch follows a functional pattern and is closely associated to location of files and material. The location of staff and the type of material in the collection dictates in part the number of supervisors required. At present the branch is responsible for servicing materials located in: (1) attic of Central Building, (2) 350-26th St., (3) Records Center, (4) 2210 E St., (5) M Bldg. (third and fourth wings), (6) J Bldg., (7) K Bldg., (8) Q Bldg., (9) Alcott Hall and (10) Barton Hall. It is true that several of these areas are used as storage facilities and do not require the presence of staff at all times, but it does create an administrative and maintenance problem.

For a point by point rebuttal of some of the comments made by the Consultants, the attached paper gives in greater detail the point of view of the Chief of the Circulation Branch.

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Circulation Branch Rebuttal

Page 90:

Consultants:

"The Search Unit of thirteen people . . ."

Circ. Br:

The authorized T/O for this unit is 11. Since the existence of the Unit - January 1956 - the on duty strength has never exceeded this number.

Consultants:

"(the loan requests) are also sorted by source and availability of the information on the request, into major batches:"

- a. available on microfilm
- b. State Documents
- c. Defense Documents
- d. Air Intelligence Agencies
- e. IAC hard copy collection
- f. Book and Periodical Desk

Circ. Br:

It is true that the requests are sorted into several batches, but in a more meaningful and logical manner than that suggested by the Consultants:

- a. Available on microfilm
- b. Books and periodicals
- c. Not available on microfilm (documents)
- d. Those requests which are incomplete and require searching to establish that the material is available in one of the preceding categories, or through interlibrary loan.

Page 91

Consultants:

"The Loan Unit also maintains a Post Report File which partially duplicates other records in other parts of the Agency. It maintains a delay file which is theoretically to be checked monthly but actually is not."

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Circ. Br:

To the best of our knowledge there is no other spot in the Agency where a complete record of post reports is maintained. The Processing Branch in the Office of Personnel is apparently the greatest consumer of Post Reports - they maintain a partial file of these reports and frequently call the Library to determine the date of the most recent report from a given post or to get a copy of a report, etc.

The reference to the "delay file," etc. is not understood.

Page 92

Consultants:

"The searching done to determine where the publication should be borrowed, is checked in every case by the Chief of the Unit. This would not be necessary if done by trained staff in the Information Unit."

Circ. Br:

This is not true. All requests are not checked by the Chief of the Unit. Those cases which are unusual and produce a "snag" in searching are discussed with the Chief of the Unit as assistance to the staff. To say that the Information Staff could do any better in this job assumes that the staff would be completely knowledgeable of all document sources. This knowledge comes only with experience and it makes little difference whether a person in the Search Unit or Information Unit, - it still takes time to acquire the experience.

Page 93

Consultants:

"The pile of requests (in interlibrary loan) is sorted once or twice a week - rarely is it sorted less frequently than once a week, but on occasion it piles up for more than a week before it is handled the first time in the Interlibrary Loan Unit. . . ."

Circ. Br:

This is not a correct statement. Requests are sorted on a daily basis.

Page 93

Consultants:

". . . check on the time elapsed in obtaining materials on interlibrary loan, . . ."

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- 3 -

Circ. Br:

See attached statistical summary.

Consultants:

"The loan period is supposed to be two weeks . . . but there is no follow-up on these loans except where follow-up is requested by the lending agency. . . ."

Circ. Br:

Interlibrary loan charges are regularly recalled. It is one of the very few areas in the Library where we have been able to afford the luxury of regular recalls.

Page 94

Consultants:

". . . a considerable portion of total time elapses before the request is logged into OCR. Very few were serviced in a week or less but these were very few."

Circ. Br:

The only appreciable delay which might be encountered between the time of receipt and logging would be in the case of very voluminous shipments of material. Normally all received material is prepared for transmittal within 24 hours of receipt.

Consultants:

"Since all incoming inter-library loan requests from other agencies have to be handled by the Search Unit [] the handling in the inter-library loan unit appears to add nothing of value."

25X1

Circ. Br:

25X1

Incoming requests are searched by the Search Unit. [] enters the picture only if the request is an expedite request. Handling by Interlibrary Loan Unit establishes a control point and receipt point to acknowledge the transmission of classified materials.

Consultants:

"Charging out of material obtained under inter-library loan to people in the Agency is done once a week. . . ."

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Circ. Br:

This is not true. See above. Normally all received material is prepared for transmittal within 24 hours of receipt.

Page 95

Consultants:

The Report makes reference to "delay" files. It is not understood what is meant by this term.

"Renewals can be arranged at Library of Congress by writing a memorandum requesting it, but that is discouraged because of alleged lack of staff in the unit to handle the letter writing."

Circ. Br:

Memoranda requesting renewals from the Library of Congress are prepared by the branch secretary.

Consultants

"Determination of where materials are to be borrowed is made by this unit (Inter-Library Loan) . . ."

Circ. Br:

This determination is made by the Search Unit with the help of Reference Branch if required.

Page 98

Consultants:

"In many cases the quality of the film produced from the poor original is so bad that it is not possible to make legible copies."

Circ. Br:

The Consultants make repeated references to the quality of the film in the aperture cards as being bad. This is considered to be a misstatement of fact. The quality of the film and the processing meets all standards; it is the quality of the original material which must be

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considered. In one case it was stated (by the Consultants) that the film processors had scratched and chipped the emulsion on the film. In examining the original copy it was found to be a photostat of very low quality and did produce a poor set of prints, but it was not the OCR processing of the film that was of inferior quality.

Page 99

Consultants:

"... conversations with analysts, they complained about the condition of the reading machines and objected to using them because the quality of the reproduction was poor. . . ."

Circ. Br:

The Report continues the above statement citing scratched flats, burned-out bulbs, etc. On the occasion of the alleged inspection, the Consultant visited the microfilm reading room prior to opening for business in the morning. Procedures for the unit require that all machines are cleaned, bulbs replaced, etc., at the opening of business for the day. If the Consultant had made his inspection just 15 minutes later it is doubtful if the examples would have existed.

Page 100

Consultants:

"A number of different forms of film are maintained . . . A reel number is assigned to each reel of film but the documents appear at random on the reel. . . ."

Circ. Br:

This is true. The documents are filmed as they are received, as a result the order of appearance on a reel is not in sequence. This has resulted only since the common numbering system of the IAC has been in effect. It is expected that upon receipt of the new ozalid Actifilm printers we will be able to transfer from the reel film to ozalid flats and file and handle the material as discreet items.

Consultants:

"The batch reels which were used to catch up on the backlog of documents and were prepared on a rotary camera resulted in a large amount of completely useless copy"

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Circ. Br:

It is true that the present batch reels are incomplete and difficult to use because of poor filming techniques. It should be pointed out, however, that the batch materials were not filmed to catch up on backlog as reported, but to make space available for the HIC collection.

Page 101

Consultants:

This portion of the report is an attempt to make a cost analysis of the reproduction of D-Aperture cards. It is difficult to follow the mathematics of the calculations since no base figure is cited as to the number of staff on duty. The report cites the figure \$31,200.00 as the base salary of the staff, etc.

Circ. Br:

At the time of the survey there were eight persons on duty in the Copy Unit. The T/O authorized seven persons, the extra person was in effect in a training status. A simple computation of the base salaries of the eight persons working in the unit using again a base figure amounts to \$29,005.00 as compared to the \$31,200.00 cited.

Page 102

Consultants:

"The IAC Unit serves two functions. It maintains the hard copies of materials ..., and it maintains the Source Card File (an acquisitions function) and helps to answer questions from the Source Cards (a reference function)..."

Circ. Br:

The source card file serves most effectively as a reference searching tool. If it is to be removed from this branch it would seem more appropriate to move it to Reference. It has never been intended to serve as an acquisitions device to check in complete series of material, etc. It would be absolutely pointless to even attempt to check for complete series of State Department despatches - it would be comparable to ACSI checking a file to discover that three numbers were missing in their receipt of CS-LTs and expect us to provide copies to make their set complete. The three missing numbers invariably turn out to be internal use only or limited distribution.

The Unit not only "helps" to answer questions from the source card file but it answers questions from the file as efficiently and effectively as

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any other staff could ever do. One of the staff members has been working with these files for the past nine years and it seems highly unlikely that her experience and knowledge of the files could be matched with that of any other.

Page 103

Consultants:

"... The best estimate of allocation of their time that the staff could make was that their questions averaged seventeen per person per day, and that it took about forty minutes each day to answer questions. ..."

Circ. Br:

The arithmetic here is hard to follow. The Consultants state between 650 and 700 questions are answered per month by 3 people. Further on, they say that the staff estimates 17 requests per person per day. According to our calculations, if the previous sentence is true, the total questions answered would be 1,020 for 3 people, not 650-700. Later it is stated 3 people file 1500 cards per half day. Consultants say a half day is five hours, we say it is four. If four hours are spent in filing per day, the average is 125 cards per hour. The rest of the day should count only as 3 hours, with 1 allowed off for lunch, rest periods, etc. If the staff averages 17 requests for 3 hours, that amounts to more than 5 an hour, averaging about 12 minutes per request, not forty, as the Consultants claim.

Consultants:

"It should be noted that this is a checking function which is normally done as part of the technical services work of a library."

Circ. Br:

See comments for page 102 in reference to the functions of the IAC Unit. The source card files are not intended to fill an acquisitions function.

Page 104

Consultants:

"At the time of survey, there were six people on duty, but the manning table... showed nine actually assigned to the unit...."

Circ. Br:

The figure "nine" appears as recorded on the "manning" table representing

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the number of persons assigned to the unit. The Circulation Branch T/O for April includes the names of nine persons under the Book and Periodical Unit, but does not reflect these persons as being on duty. One name represents a recruiting action, and two others slotted in this unit for administrative purposes - these two persons are in fact in a training status and at the time of the survey one was on duty in another unit while the other person was detailed to Acquisitions Branch.

Page 105

Consultants:

"The salary cost for the six staff members ... is approximately \$22,500. ... This means that the cost per book charge ... is seventy-five cents per book, as compared with twelve to fifteen cents per book in the average college or university library..."

Circ. Br:

On the basis of simple calculations the figure reached on the same problem comes to \$21,855. Although this does not affect our cost per book to any great degree it should be pointed out that college and university comparative costs are estimated on the basis of using part-time student help almost exclusively.

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STATISTICAL SUMMARY

The following tabulation was made from a random sample of 823 completed requests (a much larger sampling than the Consultants used: 150 requests). Each request date was machine punched and the results were tabulated to compute the difference in time elapsed as indicated in the table below. The table presentation does not include all cases tabulated, but covers only those major lending libraries - the cases represented by traffic with such libraries as the D.C. Public, Library, Geological Survey, Health Education and Welfare, Census Bureau, Yale University, Weather Bureau, etc. were omitted to simplify the tabular presentation and to exclude those libraries representing only a small part of the total volume of requests (63).

Tabulation: Average number of days elapsed

- Column #1 Difference between date of request and the date received in the CIA Library - time in transit in CIA mail.
- Column #2 Difference between date received in the CIA Library and the date sent to lending library (excluding transit time).
- Column #3 Date of request and the date the request is sent to the lending library (including transit time).
- Column #4 Date sent to lending library and the date material is received in CIA
- Column #5 Date request is received in the CIA Library and the date the material is received from the lending library.
- Column #6 Number of cases tabulated.

Lending Library	#1	#2	#3	#4	#5	#6
A.E.C.	1½	9	11	93	102	6
Armed Forces Medical	6	8	14	13	21	24
Agriculture	2	9½	12	12½	22	12
Air	2	26½	28½	39	65	68
Army	1½	14	15½	19	33½	209
ASTIA	2	17	19	35	52	125
Library of Congress	2½	6	9	8	14	228
Navy	1	23	4½	28½	52	63
State	2	13½	16	23½	37	25
Average	2	14	30	44	16½	760 (Total)

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65. Circulation Branch duplicates acquisition work and reference work which should be assigned to their proper units.

I. Validation

Invalid

II. Comment

This statement is apparently made in reference to the Search Unit. It is the responsibility of the Search Unit to examine all loan and purchase requests for completeness of bibliographic information and to establish available sources for loan if the material is not already in CIA. The original reasons for having the purchase orders searched in Circulation Branch rather than in Acquisitions Branch are as follows:

- a. To eliminate the number of places to which a request might be sent.
- b. To coordinate loan and purchase requests - to substitute whenever possible loan copies for purchase, or to provide a loan copy until receipt of a purchased copy.
- c. To coordinate the document procurement problems with those of normal procurement channels. A requestor may expect to purchase copies of Rand Reports, when in fact these reports must be procured through regular Liaison channels without the exchange of money.

The unit, in the completion of its duties, does a reference function as well as work that is comparable to searching which might be done in acquisitions work. These elements of work are not duplication in any sense - the searching done in this unit is original searching: what has been purchased by the Library, where it is, can a copy be borrowed, from where, and how soon in lieu of purchase.

25X1

It would be difficult for Acquisitions Branch in its present location [] to search purchase requests unless duplicate sets of bibliographic tools (in M Bldg.), of the record of purchases (in 350 26th St.) and of the catalog of books available in CIA (in M Bldg.) were available. (see also 24)

To get greater depth of bibliographic source knowledge in the Search Unit, the Library has assigned as its Chief a well-qualified Reference Librarian who will replace the present Chief on maternity leave. This Reference Librarian will bring to the Unit additional experience and knowledge of resources that should improve the quality of searching.

25X1



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66. Production is low throughout the Branch

I. Validation

Valid in part

II. Comment

In discussing production figures, the Consultants report, for example, that the Interlibrary Loan Unit handled 18,800 loan requests during the year 1956. The Branch supplied the Consultants with the figures requested, but it is believed that the Consultants chose only the book loan traffic (18,800) as Branch records show this unit completing 27,535 requests. The quick reference requests handled, or the requests which were cancelled or referred elsewhere were another estimated 6,392. (See detailed comparison with State Library in 67)

Another reference made by the Consultants is to the fact that the IAC Unit handles 8,800 items per year as the total work load. This fails to take into account the 7,800 to 8,400 ready reference requests per year handled by the staff working with the hard copy collection. It is difficult to estimate time spent in maintenance activities, but it should be noted that the entire hard copy collection was converted recently from filing cabinets to shelving (in another one of our many moves to conserve space), and that a continuous weeding program is being conducted to retire older materials to the Record Center. (See attached tabulation of Circulation Branch statistics for 1956).

In taking stock of these production figures, it is also important to bear the following factors in mind:

1. In 1956, 71 people passed through the organizational pattern of the Branch, with an authorized T/O of 47.
2. This involves a great deal of time in training and requiring more supervision in an area where the Library cannot afford wrong answers.
3. During 1956, the following moves of material, personnel or equipment were required of and performed by the Branch:
 - a. January - Vacate room 1319 M for IG. Microfilm Reading Room moved to 1329 M.
 - b. March - Room 1319 recovered. Microfil Reading Room moved back.
 - c. June - Vacate caged area in 350-26th St., move some of the material to attic, Central Bldg.
 - d. September - Vacate room 1337 M, move to 1322 M.
 - e. October - Move periodical collection from 350-26th St. to 1318 M.
 - f. November - Establish NIS collection at 2210 E Street.
 - g. December - Move periodical collection 1318 M to 1429 M.

Convert from filing cabinets to shelving in 1141 Q.

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Tabulation of Circulation Branch Statistics for 1956

Unit	Requests Completed	Information Requests	Requests Cancelled or Referred Elsewhere	Total Requests Handled	Staff*	Requests Per Person	Requests Per Person Per Hour
IAC	8,542	14,679	0	23,221	5	4,644	3
Inter-Library Loan	27,535	3,103	3,289	33,927	6	5,654	3.7
Book and Periodical	29,245	2,792	1,542	33,579	5	6,715	4.4
Copy <u>1/</u>	60,060	3,411	0	63,471	7	9,067	6
Branch Libraries <u>2/</u>	17,625	7,473	2,165	27,263	9	3,029	2
Total	143,007	31,458	6,996	181,461	32	5,671	19.1

*Does not include Supervisors.

1/ It should be pointed out that the tabulation above for the copy unit represents requests completed and not pages printed. The current estimate on number of pages per request is 12 to 15 pages.2/ It should also be noted that the tabulation for the branch libraries includes the time when the request had to be filled from material not available in the branch collection which necessarily increased the time period per request.

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Continuation
Tabulation of Circulation Branch Statistics for 1956

To arrive at an hourly rate of production per person the following computation was used:

Days	
104	Week ends
8	Holidays
27	Average leave time per person (17 days annual; 10 days sick leave)
12	Estimated training time per person
151	Days per year not available as working time
365 - Total	
-151	Non-working days
<hr/>	
214	Working days per year
x7	Hours per day - excluding lunch time and breaks
<hr/>	
1498	or 1500 working hours available per person per year

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67. Service is very slow.

I. Validation

Valid in part.

II. Comment

The Library Consultants' Report stated the median time for supplying books on loan from the Library of Congress was about three weeks. This is calculated from the time the requestor dates his request until the book is received in CIA from the lending library and charged to the requestor. Taking a broader and more recent sample, 228 requests from the Library of Congress (of a total number of 823 requests tabulated by machines) were handled in a median time of ten working days, including transit time both ways. Two other considerations should be borne in mind: (1) delay in receiving a request from the requestor (one case was 106 days, another was 20), and (2) we are but one of many customers of the Library of Congress; if one of their books is out on loan, we must either wait until it gets back or try another library. Once the book is received from the Library of Congress, it is sent out to the requestor the same day.

The comparison by the Consultants of the inter-library loan services of the Department of State Library with that of the CIA Library was based on incomplete information from the State Library. The CIA Library officials had a conference with the Assistant Chief of the State Library, at which time he admitted that using only 1 man to handle all the inter-library loans of the State Library was not a true statement of responsibility - to this should be added another 1 1/2 man years from the Circulation service. The following table attempts to align comparable functions with comparable statistics for inter-library services only:

<u>FUNCTION</u>	<u>State</u>	<u>CIA</u>
Responsible for mailing materials to borrowing library (packaging, receipts)	No	Yes
Maintain charge records for all items borrowed on inter-library loan	No	Yes
Prepare document receipts and specially wrap classified materials	No	Yes
Number of requests controlled in unit	3,200	27,535
Number of requests processed which were not completed by unit	12,393	3,289
Number of ready reference questions answered	*None	3,103
Totals:	<u>15,593</u>	<u>33,927</u>

* It is interesting to note that the Assistant Chief of the State

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67. (continued)

Library volunteered the comment that he is also thinking of recommending that ready reference questions in his library be handled by Circulation.

If the estimate of the Assistant Chief of 2 1/2 man years is accepted as more realistic than the Consultants', the average number of State transactions per man year is 6,237. The Circulation Branch of the CIA Library had the effective use of 5.6 man years, averaging the transactions in a much more complicated system to 6,058 per man year. The State Department Library handles few requests for intelligence documents, since it gave up its intelligence support responsibilities in 1953: it is now one of these "normal research libraries".

The Circulation Branch spend a great deal of time in identifying the exact requirement of the requestor.

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After considerable search, a copy was found in ORR and borrowed for the use of the requestor. The example cited could be multiplied many times to indicate the difference between an intelligence library and the usual library of books and periodicals.

III. Proposal

At present there is a rigid policy to fill all routine requests from the Library's own collections within a 24 hour period. Those requests which would require more time are for materials which are not available in CIA, those which are incomplete in their bibliographic citation, or those which are currently charged out on loan to another requestor. This standard will continue in effect.

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(See also statistical summary attached to 64)

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FIRST DRAFT

#71 p. ix:

The card production system is slow and wasteful.

a) book catalog: of CIA Library comment.

b) Intellofax file (documents):

validation: This statement is inaccurate and based on partial analysis of the problem.

general comment: The production of required rather than standard quantities of intellofax cards has been discussed with Printing and Reproduction on several occasions. It is our understanding that production of standard runs is far more economical of printer staff and machine capacity.

The standard quantity of cards now produced per multilith card mat strikes a balance between high and low requirements. It contains a wastage allowance reflecting Machine Division operating experience. Setting a number of quotas and segregating documents requiring large numbers of codes or minimum numbers would require our further delaying our document processing to accumulate worthwhile production runs for each quota. There is no way to sort documents at the head of the system in anticipation of the number of codes each will be assigned.

Minicard counts elimination of card production and attendant costs as one of its minor by-product benefits.

Card production relating to our production of the Intelligence Publications Index (IPI) is tailored to exact needs. We have just taken delivery on Justowriter equipment which reduces card costs here to a new minimum. This will of course benefit us in any expansion of the IPI.

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72.

See 55.

SECRET

74. "Automatic machine filing does not keep the cards in a single file so that manual consultation of eight blind files for every subject code must precede machine searching; limits the speed of the whole system. Errors in this are inevitable and this limits the reliability of the entire system."
75. "These files are never intact."
136. "Insert subject and area guide cards in the present punched card file for Intellofax, interfile the various files and use them manually to supplement the IPI, and discontinue the machine runs on these. Return the punched cards for earlier years and interfile them in this one file for manual use."

I. Validation

The statement regarding single or intact files is valid but the conclusion is fallacious.

II. General Comments

Automatic machine filing of tabulating cards admittedly does not economically permit keeping cards in a single file. However, the practice of maintaining supplemental files in order to permit economical merging of small groups of cards into a larger group or groups before interfiling in the main file is common practice in machine installations. Machine operators are used to this and diligently search all files. This does not preclude the possibility of error, but survey of manually maintained files reveals that the many in-filing errors (a card misfiled is a card lost in a this type of file) present more errors to the file searcher than does the multiple tabulating card files which are machine audited on every merge operation. The Consultants visited us at a time when we were at a peak in number of files maintained. This number is now five. If, as the Consultants state, 66% of the requests ask for three subjects or less, this indicates that fifteen places would have to be checked. Allowing a maximum of two minutes per file check (and timing our machine operators indicates that one minute is nearer the standard) all material covering 66% of requests can be recovered in 30 minutes or less, with 38% (one subject requests) being recovered in ten minutes. This does not appear to be an excessive systems slow down when one considers other advantages: The researcher has not had to waste his time perusing catalogue cards at a central source: He receives a bibliography containing all catalogue card information, at his desk, at a pain no greater than stating his requirement to a reference librarian, and is able to spend more time on research projects. In summary, while automatic filing makes the maintenance of one file unfeasible, the machine audit of the file reduces the errors over any manual filing system; the speed of search - even eight files - does not limit the speed of the system, because the preparation of

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bibliographies, mechanically, far exceeds, in speed, the manual preparation of a bibliography; the savings in the valuable time of researchers, while unmeasurable, for devotion to research projects is an intangible major asset to the entire system. The statement "blind file" requires definition. The information content of this file may be read as can any catalogue card file, and in addition the information may be mechanically selected sorted, interfiled, and reproduced.

The Consultants also lacked some powers of observation when they state that the files are not labelled. It is true that all drawers do not carry an indication of content, but on every file cabinet, at least one label appears, showing the content of the drawer. For employees familiar with the files and their distribution, and ours are, this serves a very close guide to the contents of each drawer. It is impractical to label each drawer because the files are always in a state of flux.

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Informally, [] proposed a manual filing depth of these cards to three levels. This would promote many errors and consume excessive manpower. [] while an astute librarian, must be lacking in systems experience or he would not have suggested this, because such a system would reduce in-filing speed to a very low level, not over 500 cards per day per clerk. At our present new input load, and he suggests a greater depth of classification, at least seven clerks would be required. Over 900,000 cards were selected last year for reference purposes. The refiling of these cards would require another seven clerks. If this load were reduced by scanning the entries while still in file for selection of pertinent references, and possibly copying them at the same time, far greater manpower would be required on the output end than would be compensated for by the reduced refiling load. For every 125,000 cards per year to be filed, an additional clerk would be required, and no filing accuracy is assured. On the output, or searching end, unless every item were hand copied while in file and this is the only way the file could remain intact, [] estimate of two items copied per minute is ridiculous (maybe he could do it, but no mortal could on a production basis). A better average figure would be three minutes per card. Presuming that only one-half of the 900,000 references selected last year were copies, eleven clerks would be required for this operation. The cumulative in-filing errors and the transcription errors when searching would preclude accurate document retrieval. If cards were selected from the file, and reproduced (equipment has not yet been developed to permit photography while cards are retained in the file) a slight increase in search speed would accrue but refiling, handling, and processing time would over-compensate for this.

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The Machine Division has taken steps to reduce the number of files requiring search in response to requests. They now stand at five. However, for economical machine processing, it is likely they will not recede beyond four and will probably fluctuate between four and six.

See also comments on 131.

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III. Conclusion

The present system of mechanically interfiling with its accompanying file audit, assuring everything's being in its right place, is superior to manual filing and the loss of positive control over in-filed materials. The manual selection of a class of index cards with machine refinement and reproduction offers a faster and more economical service to researchers with an assurance of accuracy greater than could be achieved with a manually maintained file.

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75.

See 74.

SECRET

76. "These files require excessive space."

I. Validation

Not valid.

II. General Comments

The tabulating card files of the Machine Division require far less square footage of floor space than conventional catalogue files. One file cabinet covering 19" X 22- $\frac{1}{2}$ " in floor area or slightly less three square feet will hold 84,000 Intellofax cards. A catalogue card file cannot be as densely packed as a tabulating card file and, for convenience, card trays cannot extend to the floor nor above eye level, if it is to be used for easy reference. File cabinets to contain 3" X 5" cards are approximately 50" high 12" wide and 19" deep and contain 16 drawers, each with a usable capacity of 1500 cards. Thus, in a floor area of one and one half square feet, 24,000 catalogue cards can be accommodated, or less than one third the capacity of an Intellofax card file, which requires three square feet of space. It is apparent that catalogue card files for manual use would require 75 per cent more floor space than the present files. Added aisle space, and it must be greater if users are to browse in these files, will make the floor area requirements twice as great as the equivalent machine operated Intellofax index.

The preparation of an IPI type index presents staggering problems. The indexing difficulties are certainly no less than at present. Composition, even with the IPI techniques, plate preparation, printing, collation and binding are major obstacles to achieving any speed or economy in this operation.

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- 2 -

Space requirements for the numerous volumes produced and distributed, while not concentrated in one area, remain large. According to Dr. Shaw, a printed bibliography occupies only 1 per cent of the space of printed IBM cards (his figures are suspect, because he states that the printed bibliography requires only two to three per cent of the space of a 3" X 5" card and one per cent of the space of an IBM card - the IBM card is not two or three times as large as a 3" X 5" card). One hundred volumes, though dispersed would require the same space as the Intellofax files. Analytical research time lost by looking under subject headings and then crossing to the document citation would be very great. If this were not done the cost of reproducing all the document numbers cited under a subject heading would be tremendous.

III. Conclusion

The Intellofax files do not require excessive space.

SECRET

FIRST DRAFT

#80 p. x

An intact hard-copy room would be more economical of space, and would provide faster and better service than does the current film storage, IAC room and reproducing complex, and at lower cost.

validation:

This recommendation is defective, in our opinion, due to a failure a) to appreciate the scale of the IAC document operation, b) to fully analyze the service problems which it generates and c) to credit the present system with the flexibility which it possesses in selecting or changing from hard-copy to film policies depending on the effectiveness of results to the user. We are applying hard-copy control policies to approximately 3/7ths of approximately 150,000 out of the 375,000 documents we currently receive per year. We are applying film control policies to the balance of 225,000 documents. This proportion is shifting, as in the case of Nodex - which we do not film - whenever we can establish that the volume of use, or the expense or the inconvenience of using the product is such as not to warrant film investment. We do film the current 225,000 documents which we judge worthy of indexing because this gives us and consumers greater flexibility in meeting requirements deadlines. These points are dealt with in detail below.

The trend in present-day office equipment development is, we are certain, towards fast, simple and economical reproduction and viewing devices installed in the user's office. Users are then or will be supported by central libraries possessing inviolate files from which reproductions can be passed to the individual requester for use in his own office on his own time schedule. The Survey proposals as stated counter this trend in many important respects and cannot, in our opinion, provide the research support the intelligence analysts require.

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SECRET-2

general comments:

I. Hard Copy System

The problems of control of a purely hard-copy system in CIA are presented for the most part in brief outline as follows:

1. Security:

The Survey clearly assumes, p. 146, that the document storage area will be open to CIA Library users. This will require reversal of existing Security Office policy which requires that present classified collections be kept off-limits to users.

We believe that the policing of documents misfiled by browsing analysts would be costly; that losses would occur; that inter-mixture of the present 40 combinations of information sensitivity among the documents on the shelves would force us to take on new costs in meeting our protection responsibilities.

Maintenance of a closed collection requires that we provide the staff to fetch and carry for the requester.

2. Enclosures:

Until the problem of supply of sufficient copies of enclosures is solved, cf. Survey discussion pp. 38-39, we would rate our present policies as the most efficient possible. Despite many difficulties still remaining in our system, we state that OCR film developments over the past 3 years have revolutionized IAC document handling in this field and have yielded large and tangible benefits to analysts.

We estimate that 25% of the documents produced by the IAC are accompanied by supporting enclosures. CIA does not obtain the enclosures from the collecting agency for approximately 1/3rd of these documents.

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-3-

With minor exception, we obtain but one copy of the enclosure along with 10 to 100 copies of the cover document for the remaining 2/3rds of this flow. Our film system allows us to provide the Library with microfilm of the enclosure when filmable and also to route the original enclosure to analysts who in our opinion not only ought to but often must see the enclosure to supply evaluations required by the collector.

During one recent week we counted 921 documents accompanied by enclosures out of a total of 3,729 documents received during that period in OCR. We tallied 10,844 pages among the 599 enclosures supplied CIA ; in 322 cases or about 1/3rd, the source agency could not spare us a copy. The following observations are obvious:

Do we refuse to disseminate enclosures to interested offices and force them instead to make a trip to or wait on a copy ordered from the library?

Do we immediately print copies of even one-half of the 11,000 pages to meet multiple needs? In which case costs rise and service schedule slows down.

Does the collector in the field or the given Agency headquarters bear the cost of reproducing 11,000 pages, plus the 1/3rd - pagination unknown - in as many copies as it prints the cover document? Again production costs rise enormously, dissemination schedules slow down and much of the product goes into the waste-baskets of analysts.

We have had enough experience with collection of multiple copy open literature to know that the answer does not lie in telling the collector to get more copies of the original. And document enclosure traffic has additional clandestine aspects. We believe that

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the answer lies in film plus reproduction of paper copy as needed. This is less convenient to the analyst but given current equipment developments it appears to us far more bearable than saddling collection elements with an enormous reproduction problem.

We would also note that the IAC AMIP Committee has recently established a Working Group to seek ways of standardizing enclosure handling.

3. Filming for Insurance Purposes:

The Survey system provides for this. Thus there is no saving suggested over existing camera and film processing facilities. On the contrary the Survey's proposal, p. 145, for splicing the daily flow of filmed documents from many hundreds of sources into "orderly rolls" arranged by source suggests to us that there would be complete inaccessability to specific document films while on reels, that splicing of 375,000 filmed documents into source sequence would be costly clerical labor, and that retrieval after five years would be cumbersome given a typical Intellofax spread of perhaps 20 documents wanted from 10 different sources, i.e. reels.

☐ does not share our opinion of the necessity for discrete item control. Lack of it was perhaps the single most important reason for the failure of his Rapid Selector.

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4. Document Service by Mail or Telephone Request:

The Survey makes no allowance for staffing to provide this service. Half of our present volume of requests come to us by mail, virtually 100% in the case of requests from other agencies. We feel certain that analysts would not accept a requirement that they come to the library or send in person for all documents they require.

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5. Hard Copy Shelving:

The Survey recommends shelving by source. As noted previously there are hundreds of sources of intelligence documents [redacted]

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[redacted] Unless full space is provided at the beginning for a 5-year collection we would be faced with endless shifting of the collection to accommodate growth. We would be faced with it anyway because there is no way to predict rate of growth at each growth point. The Survey allowance of 3,000 square feet - which we believe, of Annex #1 underestimates our need by at least half - does not ^{provide for} suggest this cost.

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6. Comparative Space Requirements - Film and Hard Copy:

Leaving use facilities aside, the fact remains that we are housing a 3-year take of documents on film in under 500 square feet (with at least a year of expansion space left to us) while the Survey needs by their own calculations a minimum of 1800 square feet for the equivalent in original documents.

7. Retrieval of Documents, Film vs Hard Copy:

We point out that the Survey does not document their assumed re-filing "at the low rate of 60 items per hour" p. 146, and they suggest no rate for pulling documents from shelves. Projecting the present rate of receipt of documents for five years we get a total population of 1,875,000 items accompanied by an estimated 350,000 enclosures. These will be housed on steel stacks seven shelves high. Retrieval of bibliographical lists is certain to involve items from several or many sources located from one end to the other of the stack area. Physically it will require pulling items from bottom shelves or from top shelves with the use of ladders. Our guess is that in such a system library staff and not

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analysts will carry virtually the entire load of retrieval. This will require a minimum of two additional staff assuming that 100,000 documents must be pulled per year at the rate of 30 per hour. (No where in the Survey evaluation of productivity rates in our system do they allow for the fact that our load fluctuates substantially day by day.)

CF. Annex #1 for our arithmetic on the costs of operating a hard-copy collection.

II. Film Storage and Copy System

An outline summary of the Survey criticisms of our film system runs as follows:

1. The system requires more space than an equivalent hard-copy system.
2. The minimum cost of \$1.00 per document enlarged by our system is excessive.
3. Filming introduces a viewing step which is a disservice to staff and users.
4. Filming cannot handle the "poor copy" or illegibility problem.
5. Filming cannot solve the problems connected with over-size and color.
6. The aperture card print service is very slow.
7. The film file eliminates the possibility of browsing through a run of documents from a given source.

Our answers to these criticisms are anticipated at many points in our comments on the Survey's proposal, for a hard-copy system, Par. I above. The most general point we wish to make is that the system is new, evolving rapidly, and faced with many obstacles to orderly management. For instance, since the start of the present film system - full scale Sept. 1953 - documents to be accommodated on film or hard copy in CIA Library increased from 308,845 received in FY54 to 340,190 in FY56 and will reach an estimated 400,000 in FY57 - a growth of ~~not quite~~ ^{almost} 27%. In this same period the Library loan staff - supplied 112,920 documents to requesters in FY54 and 141,143 in FY56. In

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calendar year 1956 71 persons served for varying periods against the Circulation Branch T/O of 47. Perhaps this turnover is also experienced at State Department or Yale but combined with our slow recruitment cycle and growing training burden it meant that quality of service suffered when the work was done by green staff or by overtime because the position was unmanned. During this same period we accommodated many large scale shifts of our collection - e.g. to free 2 rooms for Minicard, 2 rooms for HIC, 1 room for the CIA Librarian and to set up a room for storage of an insurance collection of NIS - when we might under more favorable space conditions have been devoting the man hours involved to improving the service to our customers. That these loads have been handled without increase of T/O suggests either that our staff productivity was even lower in 1954 than the Survey found it to be at present, or, as we think, the quality of our service has fluctuated in reaction to these abnormal developments. One point seems certain, the Survey's proposed hard-copy system faces these same problems but they make no ^{realistic} allowance in their suggestions for staffing with which to solve them. They presume set-piece performance and this is quite unrealistic. In fact, their principal criticism of imprecision in retrieval, however ~~x~~ corrected, points ^{to} more not less load on the CIA Library. They do not suggest that we eliminate any of our present services. We think they rightly question the quality of our supervision and we are vitally concerned about improving it.

In response to the seven criticisms of our system listed above:

1. According to our calculations, annex #1, the Survey is in error in suggesting that a complete switch to a hard-copy system will save space.
2. The figure of \$1 per document enlargement places no value on our improved control of enclosures nor on the value of maintaining insurance copy against destruction or loss.

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3. Analysts viewed 40% of the 5,000 aperture cards they called for during March 1957. We have tightened up on the maintenance of our viewer and printer equipment but, beyond that, repeat our estimate that the viewing step is inherent in any system for control of scarce copy and that it is economical of print services.
4. Filming does not solve the "poor copy" problem nor does the inviolate hard copy system the Survey proposes. We hope through the AHIP mechanism to achieve over the long run document production standards which should mitigate but cannot eliminate the difficulty.
5. Neither system, as in the case of "poor copy" will possess the capability of reproducing give-away copies of color maps, charts, or book-size enclosures. Some loaning of such material seems unavoidable.
6. The aperture card print service slowed down under the many pressures discussed above. However, for about one year we have insisted that our staff meet every deadline stipulated by a requester and have done so - 5 - 10% of the traffic. Now we have further provided that every request for prints from film be serviced within twenty-four hours. We have been holding that schedule since about the 10th of May of this year.
7. Film files do indeed prevent browsing, however, we are unable to judge the importance of this Survey opinion. We know of no system in the IAC that invites it or experiences pressure to provide it as a regular service feature. Certainly there are many security and document management considerations that tend to discourage this idea which is perfectly logical for "open system" university librarians to commend to us. We permit a limited amount of analyst surveying of our finished intelligence collection but the space is not conducive to it, our staff feels that the analysts frequently leave material out of order, and we can never be absolutely certain that stipulated security limitations have been fully observed.

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FIRST DRAFT

#81 p. x

The work done in the Registers is duplicated in other parts of OCR, particularly in the Intellofax System.

validation: We conclude this to be a superficial, undocumented observation, and see no means other than those we now apply with which to control such duplication.

general comment: All documents and enclosures which we identify as purely graphic, biographic or industrial (plant oriented) in nature are excluded from the Intellofax System by the present Document Division screening process, e.g. Who's Who reports
photographs
industrial plant data such as tactical target sheets.

Statistical measurement of the problem of overlap, i.e. the 5-page document with 1 page or 1 paragraph covering an industrial plant, the balance discussing the industry or entirely different subjects, is extremely costly to obtain, however, we attach examples of such biographic and industrial overlap in illustration of the point. If the rule were adopted that when a Register indexes part of a document it shall index the entire document, OCR would have to change the scope and increase the T/Os of Register staffs. Analysts would automatically have to deal with sets of partial answers from Intellofax and from the Registers, each part of the answer producing material similar to that found in the other parts. The Survey team appears to have confused multiple processing with duplication of processing, otherwise, they would appear to be objecting also to the fact that Biographic and Industrial Registers both process a document containing data on personalities and on specific manufacturing plants.

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88. "The results of Intellofax runs are unreliable because of the unreliability of encoding and decoding, as well as the human errors inevitable in hand pulling of cards from eight files for every code number inserted into the IBM machines for sorting.

I. Validation

Partially valid.

II. General Comments

This is the same tune with slightly different words, [redacted] comments in reply to #56. [redacted] comments in the reply to #'s 74, 75 and 136.

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#90.

See #60.

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91. "Facsimile reproduction is poorer in quality, slower and more expensive than other methods now available."
139. "Discontinue facsimile printing and substitute silver paper photography or RCA electrofax reproduction of references, in standard size slips."

I. Validation

Partially valid.

II. General Comments

This statement requires some clarification: (1) The quality of electronic facsimile does not equal that of silver or some methods of electro-static photography, but we have not heard serious complaints about its quality. Occasionally, electrical interferences will cause some distortion in the reproduction; (2) Speed is a relative matter. The seven transmitters and thirteen receivers we operate are able to easily cope with our workload, and they do this automatically, with a minimum of operator attention; (3) The cost of silver photography would be less only if an amount of paper comparable to Intellofax paper were used. If a 3" X 5" area were exposed for every Intellofax card the cost would be higher than with the compression technique used in Intellofax machines, ie, reproducing an area equivalent to that printed on the Intellofax card. The above facts notwithstanding the Machine Division feels it would be wise to have an alternative method of reproducing Intellofax cards and therefore began experimenting several years ago with photographic reproduction methods of preparing a reference tape or cards or sheets, for use in place of the usual Intellofax tape. The Photoclerk was tried first. It was not satisfactory in a systems operation because cards were manually placed, one by one, on the easel and photographed. The photographic paper advance could not be controlled to photograph an area less than 3" X 5", thus wasting much paper on the average Intellofax reference run. The Photostat Expediter was also tried. It was obviously wasteful to photograph only one Intellofax card per sheet of 8" X 10" paper so a method of shingling the cards on the easel was tried. This was far too slow for production work. Both systems required more personnel time than the Intellofax automatic electronic facsimile machines. Therefore the Development Branch of Machine Division was asked to build a working model of a device which would automatically feed and photograph Intellofax cards. This device was finished early this year, and two heavy duty machines are now being procured. They will be able to either make a continuous tape with items abutting each other, wasting a minimum of space, or make a standard sized card. This was not a priority problem. All this information was divulged to the Consultants.

III. Conclusion

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Proceed as we had planned several months ago. When the

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photographic facsimile machines are delivered we will put all except two sets of the Intellofax electronic facsimile equipment in "moth balls" for recall should remote transmission become desirable. The two sets retained will be used only as stand by equipment.

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92. "The aperture card system which must be supplemented by 35 mm. roll film and by hard copies in the IAC room constitutes an inefficient substitute for an intact hard copy file."

I. Validation

Not Valid.

II. General Comments

Several changes have had to be made to the aperture system since its start which has forced us to deviate from handling documents in a way that we could incorporate them into the aperture system. For example, documents over a certain size have to be photographed on 35 mm. film. Enclosures to documents that can not be microfilmed and have to be stored as hard copy. However, these exceptions are a small per cent of the file. The consultants feel that an intact hard copy file would eliminate the dual system of handling material. We do not agree that their storage of material would be the same and they would still be faced with the problem of reproducing poor quality material as well as making a print for their over size documents. In making these prints on oversize documents they would have to first photograph it on 35 mm. film and then make their print or develop special equipment to handle this problem. This step would have to be repeated each time they service a request and would cause an extra delay to the requester. One of the main reasons for the present aperture card file was that the storage of hard copy material required a vast amount of floor space. To replace the present aperture file with hard copy material would require many times the amount of floor space now in use.

The statement of the consultants regarding the adhesive on the aperture cards not holding the film intact is not valid. The adhesive if mounted properly becomes a part of the film and will not tear or break any easier than the film itself and the longer it stays under pressure the tighter it seals. Graphics Register files has material that has been mounted in aperture cards for over sixteen years and is still being used daily. Therefore, we feel the consultants finding on this matter was an exception to the rule. Their statement regarding the 35 mm. reel film not being in sequence also is an exception. During the change over from the old system of CIA numbering all documents coming into the agency to our present common numbering system there was about seven to eight months of our 35 mm document take that was shot in random order and did not have an index to them. All the rest of the film file is either in sequence or has a manifest to each reel.

Quite a bit of thought has been given to the mounting of the 35 mm. film into aperture cards or into film sort jackets. Both of these systems would have caused a big increase in volume to our files and was abandoned to await the development of the Ozalid Acti-film which we expect to start using around the first of July 1957. This Ozalid film will have an advantage over the aperture card and film sort jacket in that on a 6 X 4 3/4 card there will be room enough to accommodate eight 35 mm. documents.

III. General Comments

It is evident that the consultants did not investigate the different types and forms of material that were received into the library. The library receives as inclosures to documents both 35 and 16 mm roll film as well as poor copy material. We have no control over the form or type of material received, therefore no matter which type of system is used there will always have to be a supplement file of some sort.

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104. Move the Domestic Section of the Acquisitions Branch to Y Building and integrate its personnel and activities with the Foreign Section.

I. Validation.

Valid in part, but all factors have not been considered.

II. Comment.

It is axiomatic that every component of Acquisitions Branch should be physically together. The Library has considered this many times and found that the reasons for keeping the Domestic Section in 350-26th Street outweigh the administrative advantages. The Domestic Section handles all the cash purchases, -- it should be as close as possible to the book-dealers. It handles domestic subscriptions to newspapers and periodicals. It must be convenient to handle the large volume of expeditious handling required for the DCI, DD/I, CI, RR, etc. Moving the Section [] would require an additional 30-40 minutes for the handling of crash requirements. Finally, the Domestic Section also records its purchases utilizing the machine set-up of the Machine Division. This entails discussion with Machine Division personnel on setting up runs, format, etc.

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There are many more arguments for bringing the Acquisitions Branch to closer proximity to the research offices []

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106.

See 17.

10. The book budget should be increased to approximately \$500,000 a year. Assign full responsibility to OCR for the budgeting and control of book funds for the collections. Assign budget and control responsibility to user divisions for money spent for expendables. Analysis should be made of the material and the number of dollars spent on expendables and firm regulations established to control the purchase of expendables. This should result in more funds available for the development of the central collections. OCR should continue to make purchase of books, newspapers, periodicals, etc., whether these are to be added to the collections or to be considered as expendable. Review and simplify the present budgeting procedure particularly with respect to the preparation of the book budget. (Comments and proposal also apply for items 16, 26, 27 and 109).

I. Validation

Valid in part.

II. Comment

Granted current budgeting procedures for the CIA book, periodical and newspaper purchasing program are too complex. OCR administers and has been required to defend the entire book, etc. budget on behalf of all CIA offices. To defend its estimates, OCR has been requested to justify the requirements from the other offices. These offices in turn request the Library to account for what they have spent. The offices attempt to keep their publications procurement programs in line with previous records of expenditures.

The proposal by the Consultants to assign budget and control responsibility to user divisions for money spent for expendables would be inefficient. It would scatter to some 39 administrative elements, or to an even greater number of project administrators, the responsibility for funds to provide the publications needed by such projects. If responsibility is so assigned, the paper work required (obligation, procurement, bill, etc.) would be much greater than at present. Over 94,000 transactions in publications procurement were performed by the Library in FY56; more than 70,000 of these were for the user divisions. Current procedures while admittedly cumbersome, are far more efficient than the proposal above. Historically there was recognition of this by assigning budgetary responsibility for all the CIA book budget to one central office, OCR.

The one Library operation the Consultants chose to commend, the Cash Procurement program, would become inefficient and bogged down with paper work were the many customers assigned budget and control responsibilities.

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III. Proposal



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OCR Administrative and Library officers are conferring with the Assistant to the DD/I (Admin.) as well as other appropriate fiscal personnel to simplify budgeting procedures. Study is being made to recommend revising and clarifying CIA definition of expendable items and to issue a clear Regulation regarding same.

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111. Implement the proposal of the Management Staff to undertake a detailed study of fiscal control and bookkeeping as now practiced by the Acquisitions Branch.

I. Validation

Valid in part

II. Comment

After the Management Staff had been requested by OCR to study the procedures in Acquisitions Branch and had made its recommendations for a more efficient work-layout, the Librarian discussed with the Management Officer his concern about the voluminous bookkeeping required of the Deputy Chief of the Acquisitions Branch. The Librarian asked the Management Officer whether there were fiscal experts available in CIA to advise the Deputy Chief. The Management Officer offered the services of such an expert from the Management Staff.

III. Proposal

When the policy decisions required to answer point 110 above have been made, a detailed study of fiscal control and bookkeeping operations in the Acquisitions Branch will be requested from the Management Staff.

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112.

See 21

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118. Step up work performance to compare more favorably with the standard of performance in research libraries particularly in the procurement functions and utilize personnel saved to establish a central serial record.

I. Validation

Not valid in its premise.

II. Comment

In its comments on 18, the Library spoke to its work performance in procurement functions. The establishment of a central serial record (one, central place where all the serials, periodicals and newspapers can be checked in) has been one of the objectives of the Library for years. The key word in this proposal is, of course, central. If the Library were in one building, same logic calls for one receiving place for all publications. This same logic then calls for a central record for recording receipts. As it now stands, foreign publications are recorded [redacted] Domestic in 350-26th Street, the Reference Branch logs in its publications for the Reading Room, and the Branch Libraries likewise.

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III. Proposal

The Library will establish a central serial record as soon as it is in one building.

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120. Eliminate the card catalogue now maintained in the Catalogue Section since it is incomplete and duplicates filing time and maintenance time necessary for the catalogue in the Reference Section.

I. Validation

Valid.

II. Comment

If the proposal made in 35 is agreed upon, it is further proposed that the card catalog from the Catalog Section be transferred and maintained by it for informational purposes as to Library holdings. When we move into the new building, this catalog will be abandoned.

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121. Station in the Library of Congress or send regularly to the Library of Congress a cataloger to search the more difficult titles so as to take advantage of work already done by the Library of Congress. Since 60 per cent of titles catalogued are not listed in the printed catalogue of the Library of Congress cards, it is likely that sufficient main entry information can be determined to expedite the cataloguing of titles in the Catalogue Section.

I. Validation

Valid.

II. Comment

This is a sound proposal. Arrangements are now being made by the CIA Library to have one of its catalogers search more difficult titles in the Library of Congress catalogs.

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122. The procedures of the Catalog Section be simplified to effect production of cataloging comparable to that of other libraries. If this is done, the present staff will be sufficient to handle the added cataloging load that will be caused by the increase in acquisitions that is proposed.

I. Validation.

Not valid in its premise.

II. Comment

As elucidated in 33, CIA Library cataloging compares favorably with that done in other libraries, particularly State. In 34, it was further pointed out that better working conditions would result in greater productivity (a truism applicable to all working in temporary Buildings). If the proposal made in 35 is put into effect, then the second sentence in the Library Consultants' statement above is also true.

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125. Information service should be speeded up to provide answers to quick reference (i.e. factual data obtainable from general reference tools) questions in ten minutes or less.

I. Validation

Valid in part

II. Comment

67% of the questions now received in the Reference Branch are answered in 15 minutes or less. All questions are answered as soon as possible, depending on the work load and priorities. However, it must be remembered that identification of organizations or persons, statistics, verification of quotations, etc., may not be found in the first place searched. The physical arrangement of the books on the shelves (see comments on 36) and the lack of a subject catalog (see comments on 48-50) makes searching time-consuming.

III. Proposal

The Library is constantly building up its reference collection, which helps identify books, periodicals, etc. Until it is in one building where Library facilities are planned for maximum utilization of resources, certain duplication of collections, files and other tools is inevitable, conversely the function is allotted to the personnel nearest the resources.

On the physical side, adoption of a classification scheme adapted for books, with a subject catalog, would increase the speed with which answers are provided to requests for information.

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126. The tools available in the information room should enable reference librarians to identify any specific book, periodical or document that is in the collection and to make it available to the user in five minutes or less.

I. Validation

Valid except for conclusion

II. Comment

As the Library is now set up, identification and retrieval of a specific book, periodical or document is a Circulation function, not a Reference function. This turns on the meaning of the word "specific"; does it mean that the requester supplies, for books, correct author and title; for periodicals, accurate title and date; for documents, exact source and despatch number? By consulting the card catalog, loan records, or Catalog Section files, a book should be identified; however, this might take more than five minutes. And then the book might possibly be on loan, which would make retrieval within five minutes impossible. Periodicals and documents might also be on loan, on film, or stored in a Branch Library, and thus not at once available.

More commonly, specific items are not identified. Examples are a request for an article appearing in an Indian newspaper some time in 1955. This involved actual examination of the paper. Similarly, the Reference Branch was asked to examine issues of "Prevent World War III" to find any mention of Dr. Hans Globke. Since it was a high priority request, two librarians spent three hours searching at the Library of Congress. This very week an analyst asked for bibliographic information on a book titled "The Hidden Causes of War" which he had seen reviewed in a British publication, which was not identified. A search of the Bookseller and other tools yielded nothing, so the Times Literary Supplement was screened, and a book "Unconscious Motives of War" was located. A check with the requester indicated it might be the correct citation.

These are not isolated instances, but serve to point up the type of service and to explain, in part, the seeming low production (see comments on 40-42)

III. Proposal

See III of 125.

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128. Conventional 3 by 5 catalog cards should be substituted for the IBM catalog cards in both the author and title and in the classified catalog, and these catalogs should be equal in quality to those in research libraries in general.

I. Validation

Valid, if the premise is accepted. The Library does not accept the premise.

II. Comment

The Library commented on the card catalogs as they now exist in 48, 49 and 50. The above proposal is also intimately concerned with the revision of the Intelligence Subject Code. The premise above implies abandonment of the IBM system and the Intelligence Subject Code as a means for subject approach to books. This involves a basic policy decision beyond the purview of the Library. If existing systems are abandoned, which the Library does not recommend, then it would naturally follow that the conventional 3 by 5 catalog cards would be used.

The point however, that the Consultants repeatedly overlooked, is that this is not a conventional system as now employed by the Library, and all of OCR. It is an experimental system. Being CIA, it is incumbent on OCR to be constantly pursuing the elusive goal: the best system of subject retrieval for information that can be assembled and used most efficiently. In this sense, therefore, what OCR is doing is a research and development program along these lines. There is no more expensive program for either government or private industry than this. It is a well-known fact that the Air Force, for example, may spend millions of dollars on experiments with a particular model of a plane that probably will never even leave the ground. But in the experimentation, they find out what is wrong, what to avoid in constructing the better plane. So with OCR, in our program we are looking for the flaws, we admit there may be many, but while this is going on we have to give super service, and we have to strive for the elusive goal: the best retrieval system. This helps explain our staffing problems as well.

It is evident in the Consultants' Report that they criticize the Library for staffing for peak loads. The Library believes that this is essential in our type of operation, which definitely is not the "normal research library". We must staff for peak loads, because in our business there are no excuses for failures. This may be a luxury, but when compared to the cost of the above-mentioned experimentation on planes, this cost is infinitesimal.

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#129

See #60.

130.

See 61.

#131

See #60.

SECRET

132. The Circulation Branch should be reduced in size and range of responsibilities. Its Search Unit should be transferred to the Acquisitions Branch, its reference functions should be handled by the reference librarians in the Information Branch (sic!) and its copying function insofar as that continues, should go to the Machine Unit (sic!). The functions that should be assigned to this Branch should be limited to (a) the handling of the clerical routines involved in borrowing and lending of books and other materials, (b) and the shelving of materials and obtaining them from the shelves, (c) keeping the shelves in order, and (d) collecting materials to be bound and preparing them for the bindery.

I. Validation

Not valid.

II. Comment

The above recommendation is that for a standard public library and its circulation operations. It ignores completely both the many special problems involved in handling intelligence documents, and the special problems caused by the necessity for branch libraries. The CIA Library is neither a normal research nor a public library (see comments for 128).

The organization pattern and operations of the CIA Library Circulation Branch were dealt with in 64-67. The Consultants religiously ignored either citing, understanding or looking into the reasons why things are done the way they are. Specifically from the recommendation above, the Search Unit is properly a function of the Acquisitions Branch of a library, when the Acquisitions operations are near the catalog of materials in the library, near the collections, and near reference tools. In the case of the CIA Library, the choice had to be made as to what are the maximum facilities available and where they are. In addition, the Search Unit also handles the document requests, so it was even more compelling to have it near the source of information on what the Library has.

Secondly, as has been pointed out before in 67, there is ample evidence to support the theory that ready reference questions should be and are answered by Circulation staff. The State Department Library is thinking of re-assigning this function from its reference staff to the circulation staff, according to the Assistant Chief of the Library.

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The copying function should stay in the Circulation Branch as long as it has copies for its publications from which reproduction can be made upon demand. The aperture file must maintain its integrity,- this is one of its salient features. To remove cards from here and carry them across the street to the Machine Division would be inefficient.

III. Proposal

Circulation Branch staffing and operations will be subject to an internal survey by CIA Management Staff to see where economies can be put into effect.

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133.

See 80 and Annex 1

134.

See 80 and Annex 1.

136.

See 74.

138.

See 80 and Annex 1

139.

See 91.

140. In making copies of documents for analysts, whether from film or from paper originals, the reproduction ratio should be high enough to permit easy use, and this should take precedence over saving of a few square inches of paper per exposure.

I. Validation

not valid

II. General Comments

What is "high enough" to permit easy use? Our own experience and checks with the Circulation Branch indicate that there is rarely an objection to the print size [] recalls two). There is an objection to the poor quality which results from attempting to photograph and reproduce a poor original. About three to five per cent of the material falls in this category. We probably should consider not photographing any poor quality material. It would be impractical to develop a system around handling this small percentage of material. The Consultants give no specific size requirements as being high enough. The capability of reproducing documents and enclosures at a ratio of one to one would necessitate the use of different equipment. This holds true when using either film or hard copy.

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The majority of the documents are reproduced from film. The quality of such reproductions is in direct ratio to the quality of the original, and increasing the size will not improve the quality. A concentration of the image on a smaller area of paper has a tendency to sharpen the lines of print. An enlargement will automatically broaden the lines and give a slightly fuzzy effect to the print.

However, copy less than nine and one half inches by six and one half inches, on which small type is generally used, is photographed so that the reproduced copy is larger than the original (I doubt if the Consultants learned this). This could not be done with the Photostat Expediter copying from the original material.

Elsewhere in their report the Consultants recommend the use of the Photostat Expediter in conjunction with a hard copy file. Any Photostat machine capable of reproducing CIA Library documents and enclosures at original size would be of such size as to require a permanent installation. This would necessitate moving all material to a central location for reproduction. This is time consuming and definitely not suitable for rapid reproduction.

The report states the saving of a few square inches of paper should not be considered. If the documents were reproduced

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back to original size, assuming this is "high enough", the paper would have to be increased from 7" X 10" to 9" X 15". This is considerably more than a few square inches, and is impossible with the equipment we are now using. Cost would increase approximately 100% and lowered production would result.

Under the present system, any analyst desiring a larger print may obtain it upon request. This frequently happens in the case of large maps or charts. This work has to be done by hand and is a very slow and costly process.

The present equipment gives us a reproduction that is approximately 65 to 70 per cent the size of the original. Research done by Mr. Leonard Carmichael, former Director of Psychology for Tufts University and present Director of the Smithsonian Institute, in the field of reading efficiency shows that a reduction of this size has very little effect on the reading and understanding of the printed matter. A far greater effect is noted in type of print, spacing and format of the document, and this is not changed in the reproduction, either from film or hard copy.

III. Conclusion

The Consultants did not do enough investigating, because objections to size reduction has not been a problem. They probably confused the poor quality of original material, because it was hard to read, with size. As a protective measure we should consider eliminating photography of all material which may border on "poor copy" and which may give the system a "black eye". However we must be prepared to face an additional hard copy filing load, and difficult reproduction at the time the document is wanted by a researcher for retention. Otherwise we should continue as we are doing, making a 30 to 40 per cent reduction in size of copies of original material.

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FIRST DRAFT

#141 p. xxx

Transfer the dissemination function to the Acquisition and Dissemination Division, the distribution function to the Administrative Division and the indexing function, including the IPI, to the Reference Division.

Note also: #105 p. xxiii

Distinguish between the dissemination and distribution processes, transfer distribution to the Administrative Services Division and follow the definitions of these functions as given in the Glossary of Intelligence Terminology.

validation:

We disagree with the Survey's recommendations for the general reason that we do not believe the intermixture of processing and service functions to be practicable.

general comments:

I. Dissemination.

We call your attention to the fact that following the OCR re-organization of November 1956, the new Document Division has maintained a 1 - 3 day document dissemination schedule. This is a substantial improvement over earlier dissemination schedules. Two years ago when the DDI/Hitchcock Working Group on Information Handling surveyed much this same area, slow dissemination ranked near the top of consumer complaints. The grouping of dissemination and indexing staffs has allowed us to institute common recruitment and training programs, to attack quality and consistency problems with a common policy and to employ the resultant interchangeability in staff to cope more promptly and effectively with our severe fluctuations in work-

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load. Under recommendation #130, the Survey proposes interchangeability of reference and indexing staff to cope with peak reference load. In the present recommendation they propose to eliminate it. Yet, the re-separation of our dissemination function surely spells backlogs during peakload periods and there is doubtful logic in the Survey's opinion that indexers hit by a peak load in processing can be shifted at will to handle peak load in reference.

The benefits of interchangeability among our processing teams seems clearly demonstrable to us. A much faster schedule on dissemination has been achieved and held in the face of a steady rise in the volume of document receipts and in spite of sizeable daily fluctuations.

Intelligence Material Received ... OCR Statistical Report, Apr. 57

Monthly averages	index (avg mth FY55 - 100)
FY55 26,081	100
FY56 28,349	108.5
(1st half) FY57 32,521	124.5
March 57 37,917	145.5

Coding figures are equally suggestive:

Air Force documents coded calendar year 1955	61,637
Air Force documents coded calendar year 1956	88,571
% increase	43.7
CIA documents coded calendar year 1955	51,859
CIA documents coded calendar year 1956	60,845
% increase	17.3

NB. These volumes are now being accommodated without backlog in spite of our absorption of the increase to 5% staff time allocated to training; and the losses during recruitment and internal training resulting from turnover which in 1956 ran at approximately 50%.

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There are further advantages, in our opinion, in the present arrangement.

- a) Our indexing staff generally endorses the training in dissemination as a valuable introduction to the subject retrieval interests of the intelligence agencies.
- b) The Document Division has underway with Management Office and with many research offices a reorganization of reading requirements. We hope to increase our dissemination consistency by patterning reading requirements after our subject code structure and by presenting them physically in new format and equipment for rapid look-up.
- c) Another significant benefit, in our opinion, in the present combination of dissemination and indexing is the central management it affords over new source materials as they hit our system. We now coordinate the procedure for handling any given series of documents across the board - receipt, dissemination, distribution, filming and indexing - at the start. Prior to November 1956, there were many conflicts in procedure between the processing elements caused by unilateral decisions at each point. Many documents flow into the Agency and later into OCR in scattered fashion, often in multiple copy - each through its own channel. We now possess a generally efficient system for recognition and control of the problem.
- d) Centralized control of document processing yields as a further product the early recognition and definition of inter-agency document control problems which we are systematically presenting to AHIP for solution.

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II. Distribution of CIA produced documents by Administrative Services.

We have proposed in the past that Agency documents allocated to other Agencies be distributed at the printing plant. It is our understanding that the latter could not find the space for this operation. We are prepared to transfer the function and slots whenever this can be arranged.

We do ^{not} believe that internal CIA dissemination of documents can be accomplished efficiently at the printing plant. This further fragmentation of the dissemination staff would certainly spell more T/O to cope with the combination of fluctuations in documents and staff leave, training and turnover.

III. Transfer of the indexing function to Reference Division.

In addition to the general question of the advisability of mixing processing and service functions we would note the statement made to us in the offices of the Bibliography of Agriculture that two out of every three requests for bibliographies are rejected for lack of staff. Their Reference department comprises indexers, bibliographers and information librarians. Apparently they are unable to achieve the interchangeability Dr. Shaw hoped to establish.

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#142 p. xxx.

Revise the Intelligence Subject Code and make it internally consistent, defining all terms used in it and indicating when each should be used.

note also: #70 p. ix.

The present ISC cannot be applied uniformly to the coding of books or documents and must be revised.

and: #90 p. xi.

A printed bibliography, as an expansion of the IPI, together with an intact hard-copy file, offers promise of better and faster service to all analysts at lower cost, together with improved program efficiency.

validation:

If recommendation #90 is adopted paragraphs #70 and #142 will not apply to documents.

We agree that there are many improvements needed in the ISC.

general comment:

The special needs and enthusiasms of analysts in CIA and in the IAC have probably brought about over-complex expansions of highly technical subjects beyond the competence of our indexers. (Certainly the case cited by the Survey, p 83, would appear to bear this out since the medical classification in the ISC was provided by OSI and many of the documents processed were abstracted and coded by OSI medical staff.)

In the brief discussion between the Survey team and Document Division we stated as one of our objectives a general shrinking of the code, possibly from a 6-digit to a 4-digit breakdown, and a liberal expansion in the use of index terms. We assume that Minicard will introduce new capabilities in recording, manipulating and searching index entries and, contrary to the Survey opinion, we believe that this will raise the

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intellectual level of the retrieval operation.

Since the OCR reorganization of November 1956, and the establishment of the Document Division, we have taken a number of steps to increase the quality of our coding. These are best appreciated by first contrasting document indexing with book cataloging in orthodox libraries. The latter also do not obtain consistent interpretations when the given book is assigned to two or more catalogers for comparison of consistency. In fact, each cataloger is required to work against a shelf list of all material previously entered into the library in order by analogy to place the new book along side material already in the collection under the Library's prescribed cataloging policy. Even given the cost of maintenance and use of the shelf list, all open libraries then provide that the work of each cataloger be revised by a senior cataloger. Given the fragmentary character of most raw information reports we have always ruled out the possibility of maintaining a shelf list and continue to do so. In the matter of revision, however, we have in the newly organized Document Division established 4 senior coders and 4 senior disseminators (GS-11) as revisers and are rapidly freeing them to do this work on a full-time basis as our expanding nodex policy permits. This means a ratio of one reviser to every 6 coders. This is low in comparison with the New York Times and Bibliography of Agriculture indexing staffs and we are prepared to double this number a little later if justified by first results.

We also believe that we can promote more consistent coding by sorting the incoming documents by subject and/or area so that each indexer can have the benefit of extended acquaintance with the document flow in any given subject field and apply his own subject training in the given field to his work.

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Our revisers are concentrating on introducing consistent terminology and clear coding instructions into the ISC, however, we are also contemplating assigning a person with specialized background as a full-time ISC editor.

Document Division is already engaged with a number of offices in revising the reading requirements according to which our dissemination is performed. As we simplify reading requirements and promote greater consistency in this department we are certain that we will be able to apply the changes to our code book. As noted in our response to Survey recommendation #141, we have already found that training of indexers in dissemination promotes a better appreciation of subject interests in CIA.

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NEW YORK TIMESINTELLOFAXBIBLIOGRAPHY OF AGRICULTURE

I. Pieces Per Year	a. 1,000 words per article.	a. 3,000 words per letter-size document and 3,800 words per legal-size document.	a. no data (probably 2-3000 words per article)
	b. 1 article per column.	b. 1 document uses 5.3 pages.	b. average of 5 pages (estimated).
	c. 65,000 articles per year.	c. 300,000 documents per year.	c. 99,940 articles (1955)
II. Entries Produced	a. The average NYT semi-monthly index has 73 pages of 3 columns each or 1,728 index pages per year. (Note: In addition NYT turns out 1,270 index pages per year in their annual cumulation which is actually a condensation and consolidation of the 24 semi-monthly indices) $73 \times 24 = 1752$		a. The average Bib. of Agri. issue has 212 pages or 2,379 pages per year. (Jan. - Nov.)
	b. Considering the semi-monthly load only, there are 5,256 columns of indexing per year.		b. Considering that the issues also carry author entries about 40 pages long, we find that in the cumulative annual issue there are about 300 pages of author index with about 113,000 entries and 281 pages of subject index with 180,000 article references.
	c. 110 lines of indexing per column.		
	d. 88 entries per column.	d. 3 entries per document.	d. 3.2 entries per article (or 1.2 author and 2.0 subject entries per article).
	e. 462,528 entries per year.	e. 900,000 entries per year.	e. 322,000 index entries per year.
III. Staff	a. 22 indexers and editors at an average salary of \$7,500 per annum.	a. 26 indexers at an average salary of \$5,300 per annum.	a. 7 indexers at an average salary of \$5,440.
IV. Analyst Production Per Working Day	a. 270 articles to be indexed by total staff per day.	a. 1160 articles to be indexed by total staff per day.	a. 394 articles to be indexed by total staff per day.
	b. 12 articles indexed per person per day.	b. 45 documents indexed per person per day.	b. 56.4 articles indexed per person per day.

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c. Each article yields 7.3 entries.

c. Each document yields 3.4 entries.

c. Each article yields 3.4 index entries (plus citation in a monthly subject class arrangement).

Double check a - c above.

a - c. 88 entries per column x 219 columns per 2 week issue yields 19,300 entries per 2 week issue.

1,930 entries per working day.

87 entries per person per working day divided by 7.3 entries per article yields 12 articles per person per working day.

V. Cost Per Piece

a. Given an average salary of \$7,500 for 22 employees, the total budget per year is \$165,000.

a. Given an average salary of \$5,334 for 29.8 man-years, the total budget per year is \$160,000.

a. Given an average salary of \$5,440 for 7 employees, the total budget per year is \$38,080.

b. On a working day basis this comes to \$690 per working day and if 270 articles per day is the total load, then each indexed article costs \$2.50.

b. On a working day basis this comes to \$665 per working day and if 1,660 documents per day is the total load, then each indexed document costs \$0.57.

b. On a working day basis this comes to \$150 and if 394 articles per day is the total load, then each indexed article costs \$0.38.

VI. Comments

a. NYT article is written in journalistic style. The indexer in effect writes a precis for each article.

b. Before indexing, articles are screened and then allocated to the indexers by subject specialty.

a. There is no indexing of new articles published for December of each year. The cumulated author/subject index takes the place of the December issue.

b. Broad subject index categories are heavily congested with citation numbers. (For example, Bib. of Agri. coverage of veterinary subjects did not satisfy OSI needs. This led to a special exploitation contract between OSI and the Department of Agriculture.)

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- c. Indexers are particularly concerned with continuity of indexing by "stories" over extended periods.
- d. The scope of NYT of indexing is rigidly enforced - many categories of information are excluded.
- e. There is a routine lag of 3-4 weeks before a semi-monthly issue is closed, printed, and distributed.
- f. Proofing, type setting, galley preparation, and publication make-up are all performed by the NYT's printing plant.
- g. NYT indexers are thoroughly trained for periods of 6-9 months before they are considered to be of any value to the operation.
- c. There is a 60-80 day lag between the date of publication of most recent material and publication of its citation in the monthly issue of the Bib. of Agri.
- d. The scope of Bib. of Agri. coverage is rigidly maintained. As much as 500,000 may be scanned to select 100,000 entries.
- e. Journals are allocated to indexers by subject specialty.
- f. Like the NYT index, searching of uncumulated index issues is costly.

CIA INTERNAL USE ONLY

10 April 1958 F. W.

MEMORANDUM FOR: Assistant Director, CR

SUBJECT : Subject Cataloging of Books in CIA Library.

REFERENCE : Final Report on Cataloging of Books, Task Team No. 9, (OCR)
26 March 1958, p. TTR/9-3.1. Problem

To determine whether subject cataloging of books might be terminated by CIA Library.

2. Background

One of the assumptions on which OCR's Cataloging Task Team based its report reads as follows: "...the CIA Library will continue to give ... books subject cataloging".

This paper cites discussion among librarians to the effect that the case for subject cataloging is no longer conclusive. The question arises whether CIA practice is abreast of that of progressive libraries? Secondly, CIA appears particularly favorably situated in the matter of access to the resources and services of the Library of Congress and other Federal libraries. This paper asks whether the CIA cataloging operation can take fuller advantage of this circumstance. Thirdly, available evidence is limited and inconclusive concerning the needs of intelligence analysts for subject access to books and concerning their habits of use of externally produced subject guides to books. If, as proposed here, these matters were carefully investigated and the need for CIA provided subject access were found to be small, a substantial reduction in CIA cataloging costs could be effected.

The Task Team on Cataloging assumed in its report that CIA subject cataloging should continue under its proposed reorganization pending answers to the questions raised above, particularly in the matter of analyst requirements. In addition, it does not appear possible at this time to evaluate the effect of the CIA move to suburban quarters on analyst and library staff use of Library of Congress vis a vis CIA Library subject card catalogs. Finally, subject cataloging for intelligence purposes could also be classed as a variety of research insurance the cost of which might well be considered minor in relation to intelligence objectives.

3. DiscussionA. The utility of subject cataloging.

Felix Reichmann in an article on Costs of Cataloging, pp 290-317, Library Trends, October, 1952, cites an investigation of the use of the subject catalog at the University of California which arrived at the following conclusion:

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"...if subject cataloging were to be dropped for all foreign books and for all English books more than twenty years old, subject-cataloging load would be reduced immediately by 65%. The efficiency of the subject catalog in terms of books circulated with its help would progressively decline to a level not lower than 20 per cent of its present effectiveness." p. 312.

Application of this proposition to CIA Library would involve the following:

- (1) Determination of the proportion of foreign books to the total flow of books through Cataloging Section, CIA Library, in order to establish the costs involved.
- (2) Measurement of the probable effects of termination of subject cataloging of English language books.
- (3) Acceptability, as one substitute for a subject catalog, of browsing among books on CIA Library shelves arranged according to subject.
- (4) Effect on utility of the central book collection of CIA's book procurement policy which supports the maintenance of local collections for specialists and which therefore may reduce the use by analysts of a central library subject catalog.
- (5) The effectiveness as substitutes for CIA subject cataloging of (a) national and specialized bibliographical services regularly maintained in CIA Library, and (b) the subject catalogs maintained in other Federal libraries, in particular, the Library of Congress. (cf. also, discussion in following paragraph).

Conclusions on these points might well be based on selective experiments in which all of the books received from a given national or language area would be stored and retrieved for a test period without provision of a subject catalog.

B. Use of resources and services of other Federal libraries in lieu of subject cataloging of books in CIA.

Much could be done to define the role of the Library of Congress and other governmental libraries, present and potential, in support of intelligence community research. Two types of services are involved, namely: (1) printed bibliographical publications which can be purchased and maintained in CIA Library, and (2) facilities in the given library to which CIA Library staff or the researcher can be directed.

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- (1) Assuming that CIA Library maintained an author/title/added entry card catalog and arranged books on its shelves according to the Library of Congress classification, the following subject guides would be used in lieu of a CIA subject catalog to identify books dealing with the given subject:

Library of Congress Catalog - Books: Subjects.
(published in three quarterly issues, annually and quinquennially)

National Union Catalog - a cumulative author list.
(published in 9 monthly issues, 3 quarterly cumulations, annually and quinquennially)

Monthly Index of Russian Accessions (MIRA)
(published monthly by the Library of Congress)

East Europe Accessions List (EEAL)
(published monthly by the Library of Congress)

National and Special Bibliographies
(available from many countries and for many subject fields; many are published at short intervals and cumulated on an annual or longer-range basis.)

The time lag between publication of the book and its listing in a bibliography available in CIA Library might justify compensating measures in some cases, e.g. CIA's receipts of Russian and Bloc books might be indexed in the MIRA and EEAL under arrangements that sent each new book to the Library of Congress for this purpose on a deadline basis. The index cards from these two operations might be filed in CIA Library by subject on a cumulative basis.

- (2) CIA Library has arranged each year for several hundred intelligence analysts to work at the Library of Congress and to enjoy special privileges in the use of study rooms and access to book stacks. This service may be expected to continue substantially unchanged in the future. It would appear to remove a substantial portion of the need for maintenance of a subject catalog to the partial and limited holdings of similar publications in CIA Library.

CIA Library has maintained a staff member at the Library of Congress for some five or more years to handle inter-library loan matters and has sent reference staff on a near daily basis to do bibliographical searches in Library of Congress catalogs. This too has clearly reduced the use of CIA Library subject

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cataloging. It does not appear logical to argue that this has resulted exclusively from inadequacy of the CIA library catalogs because these represent a new and evolving current intelligence collection, not the definitive collecting in all subject fields practiced by the Library of Congress for the broadest research purposes.

It should also be noted that CIA borrowing of books from the Library of Congress amounts to 6,000 or more books per year. This rate would certainly not be reduced by the elimination of a CIA subject catalog. The extent to which it might increase would have to be estimated by experiment as proposed in paragraph 3 A. Inter-library borrowing of books already in the CIA collection would not ordinarily occur assuming proper use of the CIA author/title catalog.

C. Analyst use of subject guides to books.

The observations to be made here are a good deal more tentative than in the matter of availability of substitutes for a local subject cataloging operation. They are derived from a brief examination of certain recent CIA-produced intelligence monographs and their bibliographies. In certain cases it was noted that the bibliographies contained few or no references to foreign literature, e.g. Polish economic studies in the Polish language, even though the EEAL, for instance, listed a variety of recent publications of seeming relevance to the CIA monograph.

One contribution which might be obtained from analysts would be a regular evaluation of the current national literature on the given subject to be incorporated in the monograph along with the bibliography. If, as may now be the case, or as such evaluation would indicate, the national literature does not warrant exhaustive treatment then, again, the case for subject cataloging of books by CIA library is reduced.

Recognizing that the languages concerned may be a barrier to analyst use translation assistance would be required and could be measured as further indication of the general problem of gaining access to open literature. No attempt has been made here to determine the present rate of translation of books by CIA or as obtained from outside translators. In the past this activity has been reported to be very small.

What is proposed here is a case by case examination by the librarian and the analyst of the problems of open literature retrieval and of the climate in which the analyst operates with respect to identifying and ordering new open literature, influencing the selection policies of the CIA library, maintaining local open literature collections, utilizing Library of Congress and other definitive collections, and performing

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literature searches with the help of printed bibliographies and card catalogs. From such investigations might come assumptions acceptable to research offices and helpful for OCR planning purposes concerning:

Level of language competence among analysts.

Relative emphasis in the given research field on use of prime source materials as compared with source materials generated by U.S. observers.

Staff and time allocated to exploitation of prime source materials.

Standards for the use of open literature in finished intelligence studies.


4. Conclusions

Subject cataloging of books acquired by CIA Library is clearly not the exclusive instrument upon which the intelligence researcher relies to gain access to open literature. There are many avenues of subject access to open literature of varying quality, cost, and effectiveness and in some cases involving duplication of effort. Any program to introduce more orderly arrangements and to economize CIA subject cataloging costs must be based on better knowledge of intelligence research requirements than is now available.

5. Recommendation

That discussions be held at the appropriate Division, Staff and CRAG levels to plan the suggested studies and experiments in the organization of open literature by CIA Library and its use by analysts.

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